

TEXTILE BULLETIN



VOL. 63

OCTOBER 1, 1942

NO. 3

For Clean Loom Lubrication Use



Drip-less and waste-less **NON-FLUID OIL** stays in bearings—off warps and woven goods, so increases production of clean cloth.

Your oil costs will go down, for **NON-FLUID OIL** outlasts spattering oil 3 to 5 times.

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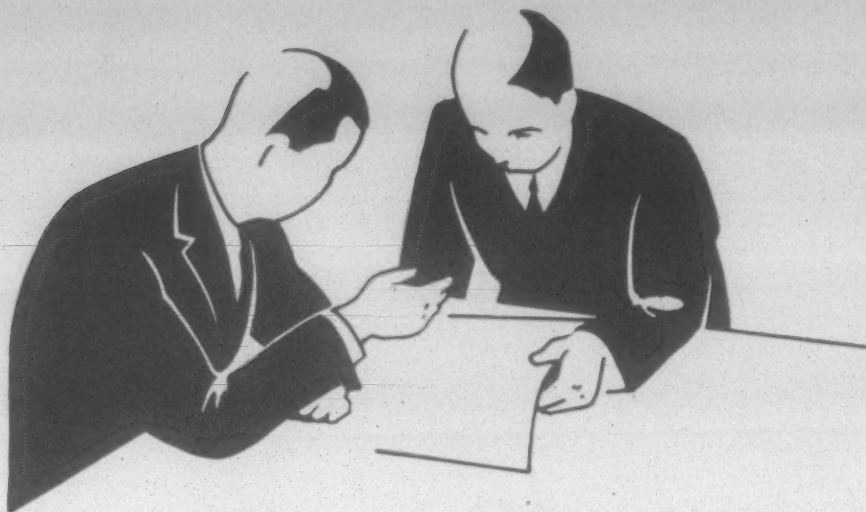
WAREHOUSES:

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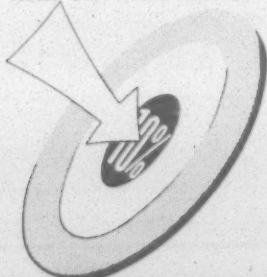
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World events may change our course, but follow a course we definitely intend to do.

SONOCO'S main objective is to keep up its important position in the field of textile paper carriers. By so doing we are contributing toward winning the war, indirectly . . . while at the same time improving our position so as to make our direct contributions more effective.

WAR SAVINGS BONDS



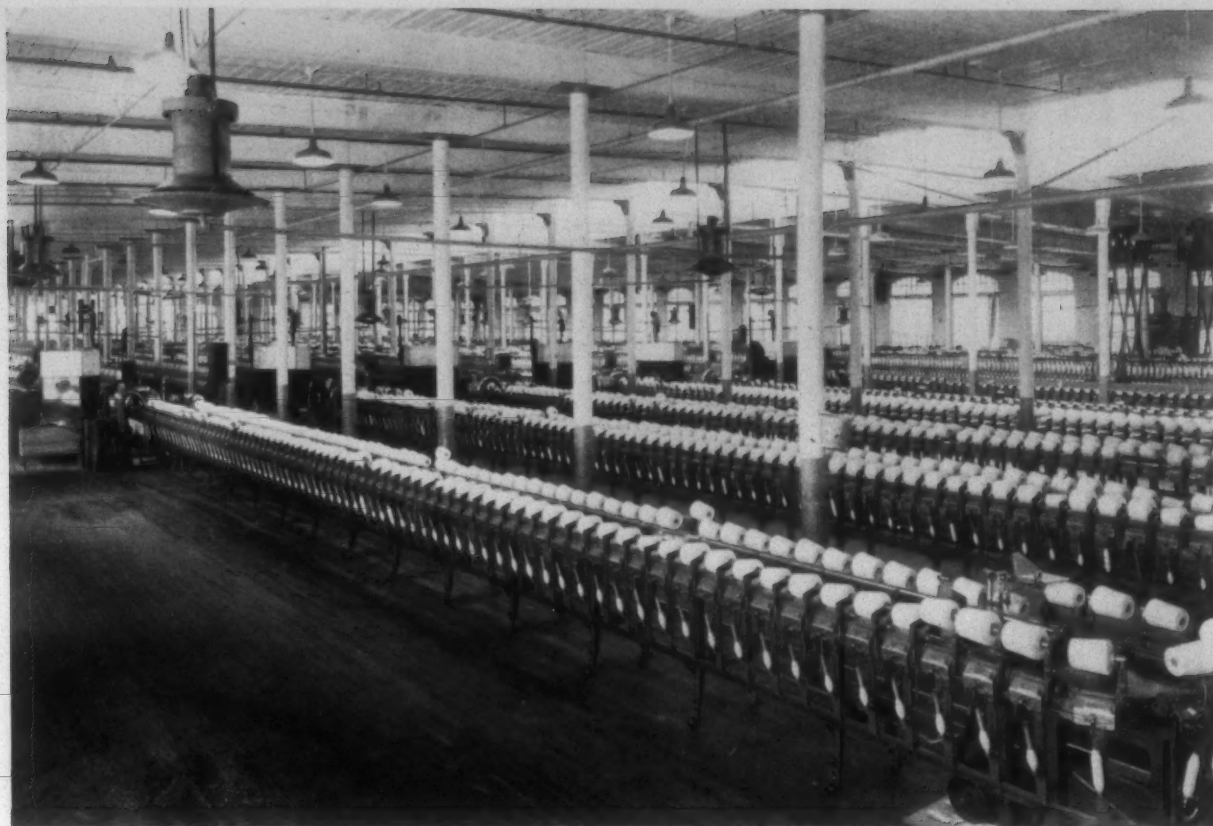
EVERY PAY DAY



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AUTOMATIC TRAVELING SPINDLE WINDING

***KNITTING CONES
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***DYE TUBES
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Labor is Usually Reduced 65%

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Big Six Pound Cheeses in Twister Creels Make a Further Saving in
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A PRODUCT FOR EACH STEP IN RAYON MANUFACTURE

RAMOL W-1345—To prevent milky yarn in bright lustre viscose rayon.

LUMPOMIN Q—A quaternary ammonium compound for emulsification of mineral oil.

RAMOL W-1293—An emulsifier added in shredders.

RAMOL W-945 C—Non-oxidizing oil at 150°C; no development of acidity at 150°C.

RAMOL W-1407 DR—A knitting finish oil to be used as is or in emulsion.

RAMOL W-1395 DP—A base oil for mineral emulsions.

RAMOL W-530—A product for rayon throwing, used with gelatin or gelatin substitute, for weaving or throwing.

MONOPOLE OIL DP—Used for skein finishing.

AIR CONDITIONING ASSISTANT—Anion active, eliminates dust and soot by precipitation.

Special information on request.



● Steadfast cooperation between our research staff and our Customer Sales Service has enabled us to keep pace with the war demands of rayon producers and rayon users.

We invite you to make use of our trained technical experts to assist in solving any problems associated with rayon.



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**"GULF lubrication is the basis
of our effective preventive
maintenance program"**

SAYS THIS MILL SUPERINTENDENT

**"Gulf quality oils and greases help us
avoid excessive equipment wear and
delays from mechanical troubles"**

"Our effective preventive maintenance program, which keeps the card room and other mill departments running smoothly 168 hours a week, is based on proper lubrication with Gulf oils and greases," says this mill Superintendent. "By using these quality lubricants we get efficient performance from our equipment and avoid loss of production time due to mechanical troubles."

The *production value* of Gulf quality lubricants shows up today—when every unit of equipment must be pushed to the limit to meet wartime demands for textiles and other vital materials. For severe service proves the remarkable stability and stamina of these lubricants—they stand up and provide better protection against excessive wear, which often leads to shut-downs and production delays. Result: more output from Gulf lubricated equipment.

Make sure *your* equipment is getting the kind of lubrication that insures maximum production and minimum "down time" for repairs. Write or 'phone your nearest Gulf office today and ask a Gulf engineer to call.



GULF OIL CORPORATION • GULF REFINING COMPANY • PITTSBURGH, PA.

... a **NEW**
Synthetic
Detergent

LANITOL C W

A highly efficient product for use as a general scouring and boil-off agent in textile wet processing. ★ Here is a new detergent that is active in hard or soft water. It may be used alone in the boil-off bath or as an addition to present soap scouring formulae with improved results.

- LANITOL C W increases the detergent action of soap...and permits rapid and complete rinsing of stock, yarn or cloth.
- LANITOL C W is excellent for boiling off or scouring rayon hose prior to dyeing and finishing...including full-fashioned hosiery that is highly contaminated with knitting oil.
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- LANITOL C W...when added to the final rinse water after scouring wools...effectively removes all residual soap...leaves the cloth with a pleasing hand free from objectionable odors.

WRITE FOR WORKING SAMPLE OR DEMONSTRATION

Arkansas Co., Inc.

NEWARK, NEW JERSEY

Manufacturers of Industrial Chemicals for over 35 Years

Guest Editorial

By C. E. Hutchison, President and Treasurer of American Yarn and Processing Co., Mt. Holly, N. C.

IN discussing the cause and effect of inflation and deflation it is proper to take a retrospective view of the events of the period beginning with the end of the last World War, which was November 11, 1918, up to the present time.



After World War I it took some time for industry and all kinds of business to find themselves and get their bearings, but by the early part of 1919, a demand for goods of all kinds had developed and prices began to rise and kept advancing until early in 1920, and reached a peak in April and May of that year. The writer, being in the textile industry, can give an accurate account of what happened in the cotton textile industry. As an illustration, 60/2 combed peeler yarn during the first half of 1920 sold freely at \$3.40 a pound, while the price before inflation, to the best of my recollection without looking up the records, was about the same as today, 84c—the ceiling price. Other counts of combed yarns were comparable to the 60/2-ply.

During the last half of 1920, things began slowing down and the demand began to decline, and by the end of that year deflation was in full blast and industry and all kinds of commodities, including real estate, stocks and bonds and all property, had declined in sale prices and millions of dollars were wiped out and many had lost all their possessions. Despair, sorrow and fear filled the land.

After a period, conditions began to improve and became rather normal until about 1927 or 1928, when the public began to trade in real estate, stocks and bonds and nearly everything that was bought and sold. Evidently, many thought the time was right to get rich quick, and not knowing that they were living in a "fool's paradise," they staked their all and lost all. All this was caused by the big inflation followed by the sure and inevitable deflation, which hit everything and everyone—labor, capital, commerce, etc. The depression continued until the inauguration of President Roosevelt in 1933, when he undertook the herculean task of rehabilitation to bring order out of chaos, which greatly relieved the situation. But large unemployment continued until the outbreak of the present war and the reign of terror in Europe. Everyone should be familiar with what has happened since then.

History shows that both inflation and deflation have followed in the wake of all great wars. It records the terrible depressions which followed our Revolutionary War and the War Between the States. This statement does not mean that inflation and deflation and depressions occur only after great wars, for these occur occasionally during periods of long

peace, but they have invariably followed in the wake of these wars.

It is sometimes hard to know at just what point inflation or deflation start, as conditions could change this to a large extent. I do not know that we are at present beyond this point, that is, the point of abnormal inflation, and think the present ceilings on yarns are too low owing to the advance in the prices of all supplies, labor costs, and time and a half for overtime. It is absolutely necessary for the Government to raise vast amounts of revenue to carry on the war, and a great part is to come through income taxes. If these incomes are not made, how is it to be raised? This is an important matter and our law makers and administrators should keep this in mind, first and last. There is no other way to secure these income taxes if the incomes are not made. This is as plain as two and two make four. I know industry and business are willing to sacrifice and go the limit in winning this war and paying income taxes, but there is one thing which should not be overlooked, and that is, after the war is won it is going to be necessary that industry and business go on to prevent wholesale unemployment and, also to create profits sufficient to pay the Government, for, as we all well know, these taxes must necessarily continue large for many years, possibly generations. It is also well to keep up the spirit and morale of the people and a fair standard of living. All this can be done if the proper judgment is used.

In treating inflation or deflation, it is of primary importance to find out if either is abnormal or subnormal, based on our standard of living. One cannot go back 25 or 30 years for a yard stick for the present day, for developments and standards have greatly changed. In writing this article, I have in mind that there are many now who head corporations, business enterprises, and are in other vocations, who were too young to remember many of the incidents which have taken place since the last World War, who might be interested and benefited in shaping their policies at this critical period in our history when practically all the nations of the world are at war. What happened in the first World War and following it in connection with economic affairs could be repeated unless prompt and vigorous action can be taken to check an impending inflation which, if allowed to run, would result in a disastrous deflation which would affect labor, industry, agriculture, commerce, banking, real estate, etc.

I want to say that I am emphatically in favor of placing a ceiling, if wisely worked out, on everything which could tend to create an abnormal inflation. I understand that putting a floor under prices is also being considered. I think this is just as necessary as putting on a ceiling. No one, with any degree of accuracy, can estimate the billions of dollars lost in this country as a result of inflation and deflation during the last 24 years. Therefore let us hope that proper steps for the prevention of this are taken before it is too late. If a floor, as well as a ceiling, could be put on prices, if justly and wisely worked out, it would be about as good a proposition as could be had, and I hope this will be done. If this is done, it will prevent, to a large extent, ruthless chiseling and pernicious competition.

Right for Rayon

For Drawing and Roving

Armstrong's Accotex Cots—Good friction. Ready-glued for fast assembly. Uniform, seamless, oil-resistant synthetic composition. Resilient, highly resistant to flattening, aid quick start-up. Highly resistant to grooving. Long service life.

For Twisting

Armstrong's Twister Roll Coverings—Three oil-resistant types: (1) Cork Composition Throwster Roll Coverings for upstroke twisting; (2) Helically-Wrapped Cork Cots for downstroke twisting; (3) Accotex Cots for wet twisting.

For Spinning

Armstrong's Seamless Cork Cots—Extra friction assures uniform drafting. Toughness assures long life. Can be rebuffed 3 or 4 times. Most rayon is spun on these cots. (Accotex Cots are suitable for frames with revolving clearers.)

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Armstrong's Take-Up Roll Coverings—Plain Cork Ribbon, Gridded Cork Ribbon, and Cork-and-Synthetic Ribbon offer various degrees of friction to meet any requirements. All provide uniform tension with a smooth gripping action.

BECAUSE of their superior frictional properties, high quality, and durability, the materials shown above assure increased operating efficiency and aid the production of better, more uniform rayon yarns and fabrics. In addition to roll coverings, Armstrong provides a Buffing Machine to grind cork-covered and synthetic-covered rolls; Assembling Machines (hand-operated and pneumatic) to apply cots to spinning and card room

rolls; Temple Rolls and Winder Spindle Head Covers of both cork and synthetic compositions; Waterproof Cement for assembling roll coverings and other materials.

Why not get the whole story about the mill-proved Armstrong Line of supplies for processing rayon? Write for the facts today! Armstrong Cork Company, Textile Products Section, 921 Arch Street, Lancaster, Pennsylvania.



ARMSTRONG'S ROLL COVERINGS



Horse Sense About Human Beings*

By LAWRENCE A. APPLEY

Consultant on Civilian Personnel to the Secretary of War
and Vice-President of Vick Chemical Co.

WHAT is it that warps men's minds to the place that they complicate simple matters, that they doubt the obvious, that they spend much time flying in the face of facts and that they insist on carrying out their responsibilities the hard way? Why do men insist on making their lives difficult when it is so easy to accept simple truths and to base one's decisions on fundamental certainties?

Why is it that men insist on clinging to petty prejudices, hide-bound traditions, pet schemes and outmoded practices? Why do we insist upon placing the human element in a position of secondary importance and then befogging the issue by maintaining that the human beings with whom we deal are different and, therefore, require different considerations and different treatment?

Human beings are basically the same wherever you find them regardless of race, creed, color, or nationality. They all have physical bodies that can be made powerful and imposing or can be starved and destroyed; minds that can be guided in constructive creative channels or can be submerged in the lowest of mental activities; hearts that can be full of understanding and kindness for their fellow men or can be degraded to brutality, selfishness, and hardness; souls that can be inspired to superhuman levels or crushed, depressed, and thrown into a state of melancholia. The kind of a body, mind, heart, or soul that an individual attains at maturity is dependent upon the outward influences upon his life. By changing these outward influences you can control the level at which these basic parts of the human being exist.

People Subject To Change

This rather deep and complicated discussion is for the purpose of establishing the conception that we should not and do not have to accept people as they are. They are subject to change and the nature of that change will de-

pend upon the nature and the strength of people or the conditions which influence it. *The motives and desires of human beings are quite simple and they can be met by simple methods. If we will but take the time to analyze the motives the methods become obvious.*

It would seem that enough has been said by important people to the effect that this is a war of production to establish that as a fact and to have it mean something to you and me. Some of us, however, listen to that observation, yawn and stretch, say we heard the same story in the last war, and do nothing about it. We lost the ground that has been lost because of the lack of adequate material in sufficient quantity. The only way we'll get it back is by the superior quality of the war material now in production and to be produced and by sufficient quantities of it at the right place and the right time. That means that our production efforts must be as well organized, as well administered, as our military efforts. We are some distance from that right now and the main reason is that our production psychology is not as much a war psychology as is that of the military.

Suggestions To Executives

It would seem that enough people of high standing have told us that a successful production program is dependent upon an adequate number of fully qualified human beings to make that a fact. We have been told that the human element must receive the same consideration from production officials as do material factors. It has been proven beyond any question of a doubt. Then why do we not accept it and do something about it? We know that the winning of this war of production requires intelligent human relations and yet many of us sit back expecting intelligent human relations to just happen while all of our time and effort is going into a consideration of priorities, allocations, production schedules, transportation facilities, availability of raw material, and so forth, and so on. It is my privilege, therefore, to make some suggestions that may be of value to operating executives

*Address presented to the annual meeting of the Southern Combed Yarn Spinners' Association, Charlotte, N. C., Sept. 18, 1942.

who are responsible for the success of the program of production of war material.

Put personnel administration in your organization on the same level of importance as operations. Personnel administration is an all-inclusive term which covers those activities dealing with the human element. You cannot put it at the same level of importance by giving it lip service.

If personnel administration is where it ought to be in your company that means that you have a complete and comprehensive personnel policy that is just as adequate as your production policy. To be adequate it will include carefully worked out objectives, procedures and assignment of responsibilities for all the personnel activities from employment through labor relations to termination. It means that you will have an executive in charge of your personnel program who has the personality, the technical knowledge and the intestinal fortitude to rank right along side of your chief executive in charge of production and manufacturing. It means that your entire executive staff will be giving as much consideration and time to personnel matters as to operating problems.

Natural Interests

A second bit of advice is that *your personnel program, or, in words, the policies governing your dealings with the human element in your organization, should be based on the perfectly natural and simple motives and desires of the human beings in your organization.* To clarify what is meant here let's mention a few of these very natural interests. If you agree that they are conditions which appeal to you personally in relation to your work situation, you can rest assured that they appeal to every worker under your direction.

1. *When an individual is seeking employment he likes to be treated courteously and to be made to feel at home and at ease.* Under such conditions he can be more natural and show himself or herself to the best advantage.

That means that when seeking a job an individual does not like to be herded down some back alley into a drab, dark, damp cell that is called an employment office. When he arrives there he does not like to be treated like a criminal in the line-up at police headquarters. The prospective employee's contact with the employment office is his or her first impression of the company for which he or she in a few days may be working. In the atmosphere of the employment office you sow the first seeds of morale.

2. *The average individual likes to be introduced and welcomed to a job rather than thrown into it.* Without much effort very simple induction procedures and orientation training can be provided for the new employee. Such a program makes the new employee feel that he is considered of some value rather than a non-productive nuisance.

What Is Worker Expected To Do?

3. *The ordinary human being would like to receive simple and intelligent instruction as to what he or she is expected to do and how it can be done.* To satisfy this desire a simple program of job instruction which will benefit the employee in a new job and which will also

prepare that employee for a better job is very easy to put into effect.

4. *Any human being likes to work under someone in whom he can have confidence and respect.* The greatest single morale builder that there is is the feeling upon the part of a worker, "I like to work for that man."

To bring about such a situation capable supervision is required. Enough naturally capable supervisors and foremen are not born to meet the needs of the present war production program. Intelligent, capable supervision has to be developed. This can be done only through a management planned and administered program of continuous supervisory training.

5. *Every individual likes someone to recognize his importance.* One of the simple driving motives in human nature is the desire to have a place in the sun. A management that recognizes that each individual on the payroll has some intelligence, some ability, and something to contribute to the company's policies and operations, regardless of how small that contribution may be, has satisfied this basic desire. Human beings like to be heard and they like to have their opinions and suggestions considered and respected.

Merit Rating, Job Progression

6. *There isn't a human being alive today who does not desire realistic recognition of a job well done.* We all like to be paid what the work we do is worth and in accordance with company capacity to pay. We all like to receive promotions when our particular abilities and merits justify it. Very often we gripe when some undeserving person gets a promotion over us even though we know that personally we did not deserve such a promotion. It really hurts, however, right down to the sole of our shoe when our own talents are overlooked.

A simple system of merit rating and job progression would meet this desire on the part of human beings.

7. *There are few human beings who will not work their hearts out for incentives.* Special recognition always secures greater effort. A pat on the back has its merits but a medal on the uniform is more tangible evidence of management appreciation. Special awards, bonuses, prizes, etc., fairly administered, accentuate human desire to produce.

8. *Every human being likes to work in an organization in which there is universal confidence in the ability and fairness of the top management.* Most people who are worth their salt will go through hell for a leader in whom they believe. They'll put up with anything because of their confidence in him.

A method of management which is frank, open and above-board, which has in it no vestige of paternalism, which is on the level in its business negotiations and fair in its labor negotiations, will satisfy this inherent desire.

Desire for Security

9. *A basic instinct in all of us is a desire for security.* When a human being is worried about his existence or about the welfare of those who are dependent upon him, he cannot produce effectively. We all know that the day is coming when we will no longer have earning capacity

(Continued on Page 47)



HELPS AMERICA FIGHT A WAR

By Lieut. Col. John P. Baum, QMC*

COTTON textiles, from gauze to heavy duck, from broadcloth to rugged work clothes, are serving our soldiers day and night, winter and summer, from the Arctic to the South Seas Islands, from the Aleutians to the Mediterranean. Such a wide variety of items produced from cotton are used in the Army that both officers and enlisted men accept them as matter of fact and with little thought as to their importance.

But those of the Quartermaster Corps who are charged with the responsibility of procurement and supply which includes of course, textile procurement and supply, are fully aware of the relation of cotton textiles to the war effort. That the supply of cotton textiles has not failed is due in great degree, to the full co-operation of officials and workers in the industry.

The problem of supply requires the Quartermasters to determine *what* is needed, *how much* is needed, *when* it is needed, and *where* it is needed. The Quartermaster Corps must, of necessity, plan its requirements many months in advance of actual need. Considerable time elapses between the issuance of invitations to bid and delivery of completed goods. Also, both production and delivery must be scheduled in such a manner as to cause as little disruption as possible to civilian needs and supply.

Textile Estimates

Estimates for items requiring use of textiles are reduced to yards of cloth, and invitations to bid are issued through procuring depots by direction of the Office of the Quartermaster General for specific quantities of the proper fabrics. Contracts are awarded successful bidders. As the deliveries are made, the cloth is stored in Quartermaster Depots or warehouses situated at conveniently located points for shipment to factories capable of converting the finished cloth into the required items.

*Address before Textile Operating Executives of Georgia at LaGrange, Ga., September 19, 1942. Colonel Baum is on leave from his position as assistant manager of the Pepperell Mfg. Co., Opelika, Ala., for duties as chief of the clothing division, Quartermaster Corps, U. S. Army.

Bids are then received and contracts awarded for manufacture of specified articles of clothing and equipment. Again the goods are delivered and stored, this time at distributing depots or ports strategically located throughout the country, in such amounts as are likely to meet demands from posts or theaters of action served by the depot or port. From these distributing points, shipments are made to posts and camps where actual issue is made to the individual soldiers.



Cotton has been aptly described as the universal fiber. Various surveys have revealed that more than 99 per cent of the world population wears fabrics made wholly or in part from cotton. It logically follows that such a fiber is extremely important in supplying the American soldier.

As a matter of fact, the American soldier wears or uses some article made from cotton fabric 24 hours a day. He uses a cotton towel for his morning bath. In summer, he wears all-cotton underwear, and even his winter underwear contains a minimum of 50 per cent cotton. During the summer, his entire uniform is cotton; for fatigue duty, his work clothes are entirely cotton. When it rains, he wears a raincoat of which the base is cotton; the linings and pocketing of his woolen trousers and overcoat are of cotton. Handkerchiefs, ties and socks are made principally of cotton fiber.

Varied Uses for Cotton

A good example of the varied uses of cotton may be found in and around a typical tent camp. The tentage is of duck which is made from heavy-ply yarns woven into a fabric of such texture that it sheds water. Inside the tent may be found a mosquito bar which covers a cot provided with cotton sheets, cotton pillow case, and a cotton mattress.

The mosquito bar is of single, or very fine two-ply yarns, woven or knitted into a gauze-like fabric, fine enough to repel insects and still permit ventilation. Sheets and pillow cases are of standard construction, familiar to all. The outer material of both pillow and mattress is

of ticking; the padding of the mattress is made from the fibre itself.

Mills are producing a sizeable percentage of different kinds of duck so extremely vital to Army requirements. You men producing these fabrics will have provided means of shelter for thousands of soldiers, tents under which hundreds of emergency operations will have been made, assembly tents under which many hours of instruction will be given. The list is almost endless.

In addition to his ordinary needs and requirements, the soldier's very life may—and often does—depend upon cotton because much of his battle equipment is fabricated almost entirely from duck and webbing. His cartridge belt, his magazine cases, his bedding roll, his haversack or field-bag—all are made from one or both of these materials. A broken strap or torn equipment, resulting from inferior material or workmanship very readily may be the deciding factor whether a son, brother, father or husband comes home after victory is won.

Figures on 1942 Procurements

In order to give you some idea of the volume of this program I shall quote a few figures on procurements of 1942:

From January through June of this year, textile manufacturers delivered to the Quartermaster Corps over 45,000,000 yards of uniform cloth and well over 50,000,000 yards of herringbone cloth. During the same period, cutters produced in excess of 8,000,000 cotton shirts. Underwear, that is, knitted undershirts and shorts, in the amount of well over 25,000,000 were delivered.

Even greater deliveries for those fabrics and items are being made in the current six-months period from July through December.

These figures I have just quoted cover Army requirements alone. They do not take into account similar items used by the Navy, Marine Corps, and other services.

Last spring, the Quartermaster Corps made procurements for duck for all of the different arms and services. For the Army alone over 140,000,000 yards of tentage duck and substitutes were procured, while during the last half of this year much larger amounts are scheduled for delivery. As you men well know, the total requirements of Army duck, flat duck and numbered duck for all of the arms and services reach tremendous figures, and the industry has shown great flexibility in successfully meeting such a program, which first was thought to be absolutely impossible.

It has not been an easy task for producers of cotton textiles to convert their mills and finishing plants to war needs. As we all know, Army fabrics generally are "heavy" fabrics, and I can well imagine that many of your card room and spinning room overseers have had to use great ingenuity in order to produce the yarns required by the heavier fabrics in the weave room. The weave room overseers have had their troubles for they have had to weave, in many instances, fabrics much heavier than their looms were built to produce. Management, likewise, has had its problems. In some cases the mill has been thrown out of balance to such an extent that one loom was stopped for each loom running on Army cloth.

Likewise, you have been called upon, in certain instances, to anticipate promised deliveries—or perhaps

change specifications. The Quartermaster Corps tries to keep these kinds of occurrences to a minimum, but with the constantly changing demands of warfare, you will doubtless be called upon to make still further changes before this war is won. In practically every instance where adjustments have had to be made, textile operators have responded and acted to the best of their ability. Production figures which I have quoted speak for themselves as to the splendid cooperation you have rendered in the past.

These figures indicate very clearly that our task has only begun. Nothing would give me greater pleasure than to be able to tell you that we stand on the verge of victory! But the plain, stark truth is that up till now we have been the losers in this war; up until the past month we have been entirely on the defensive. It now appears that our fighting units in some battle areas are beginning to turn the tables upon the enemy.

Surely, we must work, produce and sacrifice with the realization that we still have a long, bitter fight ahead. For every fighting man we have on recaptured ground, the enemy has tens of thousands on invaded territory. It will be no easy task to drive them out. But drive them out, we will—and each of us has an important part to play.

Our soldiers are now on many battle fronts in all parts of the world, volunteering their lives in order that we may continue to live in the American way—if you please, in order that our mills can continue to run; that we can have the opportunity to work at decent wages; that we can think and act and vote as we please; that we can worship God according to our individual belief.

As men responsible for production, what is to be our answer to the challenge handed us by our soldiers on the actual field of battle?

The Production Front

Over there they are fighting on many fronts; at home we have only one front on which to fight—the production front. Success on this front is just as essential to the soldiers as their victories are to us.

They face the dangers of conflict with the will to die, if needs be, in order to prevent our country from ever falling beneath the heel of a tyrannical dictator. But this will to defend, to fight, to live, cannot long be maintained if they are poorly clothed, improperly fed, and only partially protected from the elements.

This is the message you must carry back to every worker in your card rooms, your spinning rooms, your weave rooms, your machine shops. Work! Produce!

Sometimes your people may feel that what they are doing is not important to winning the war; sometimes they may even feel that no one cares whether they produce or not. But it is important! Someone does care! That someone may be their own son, or father, or husband, or sweetheart. Production means the difference between victory and defeat. It means even more; it means life and death.

For every yard of Army cloth turned out of our mills during the first half of this year, we must turn out two yards the final half. In 1943, the demand may be even greater. Everyone must do his or her part. To paraphrase an old saying, "No production line is stronger than its

(Continued on Page 45)

Never



*has the Country been
in such dire need for*
RUBBER
or **CORK**
as it is To-day

*Are you doing your part to conserve
these or are you covering*

Your



SPINNING ROLLS

with either of these two essential materials?

If you had to use either in order to obtain superior or equal results or savings, then there may be an excuse —

But for over 100 years the most successful spinners have been using

GILLEATHER
(not mere leather)

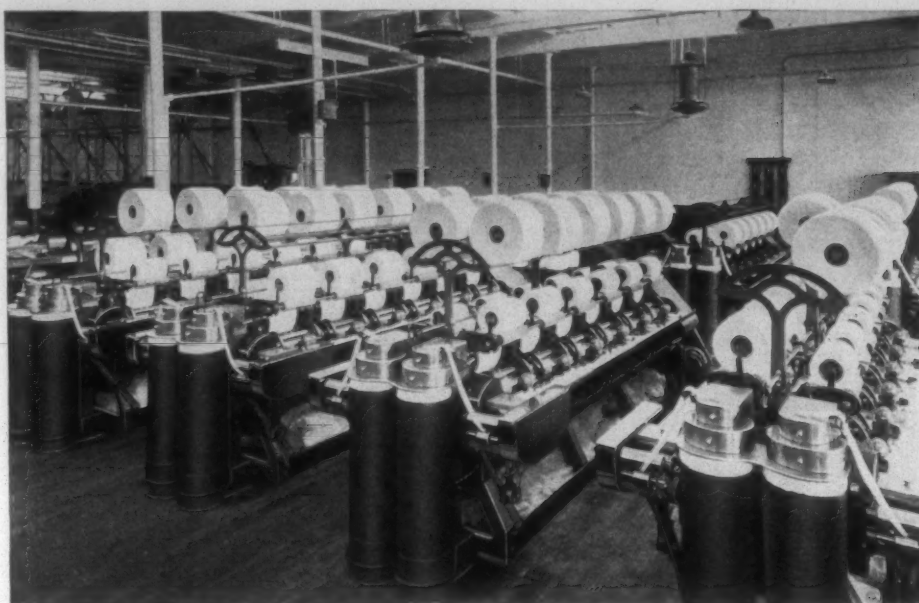
a product that cannot be used for any war purpose.

Improve your spinning—save money—and do your part to win the war.

Let us give you all the interesting and helpful details.

GILL LEATHER COMPANY
SALEM MASS.





"Requirements for Twill Will Be Undiminished"

Army Needs for Combed Cotton Textiles Listed by Quartermaster General

Maj. Gen. Edmund B. Gregory, in speaking before the annual meeting of the Southern Combed Yarn Spinners Association at Charlotte, N. C., September 18, told of the Army's growing problem of securing supplies. Presented here are excerpts from the Quartermaster General's address dealing with requirements for combed cotton textiles.

AS you probably know, our requirements for combed cotton cloth for the second six months of 1942 will be more than twice the yardage delivered during the first six months. All in all, we will take a little more than a quarter of the total amount of combed fabrics produced this year in the United States.

The biggest item in our requirements, of course, is combed twill which we use for our summer uniforms. Together with the Navy we expect to take almost all of this year's output of combed twill. It is estimated that about 234 million yards will be produced in 1942 of which we will take about 87 per cent. The Navy will take another 10 per cent, leaving only 3 per cent for non-military purposes.

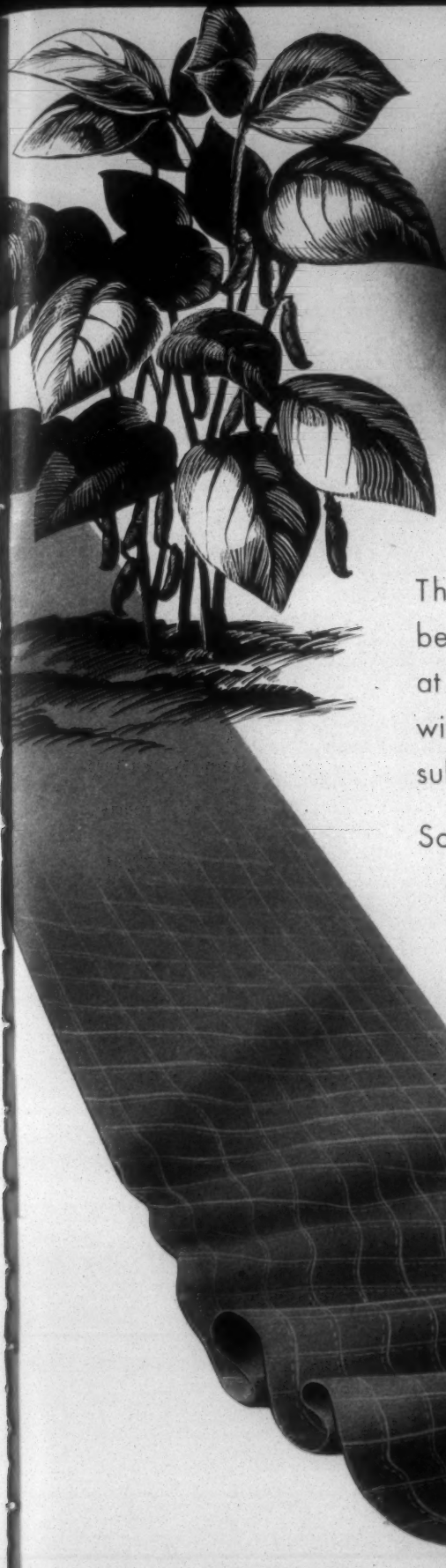
That represents a lot more twill than we ever dreamed that the industry would produce a few years ago, and you

are to be congratulated upon the part you have played in this expansion. But I must add a word of caution. In time of war there is no such thing as doing a good enough job. Most of you have co-operated wholeheartedly with us in converting your mills to the production of yarn for military fabrics, but I am sorry to observe that a few mills have not. The result is that the supply of combed yarn for twill is still not adequate to meet all of our needs. Combed twill is by far the most satisfactory fabric for summer and tropical uniforms, but over the past year and a half we have found it necessary to purchase many million yards of Type IV cotton khaki uniform twill. Type IV is made from carded yarns which do not produce as satisfactory a fabric for uniforms as our regular Type I uniform twill which is made out of combed yarn.

We hope that a sufficient number of mills will be converted to the manufacture of yarn for uniform twill so that it will be possible to fill all of our 1943 requirements from combed yarn fabrics.

Now before I say anything about our 1943 requirements, I should like to point out that any estimate we make is subject to change without notice. The need for any given item of supply is directly tied to the military

(Continued on Page 44)



Next— SOYBEAN SYNTHETICS?

That amazingly versatile plant, the Soybean, may soon become an important new source of textile fibers. Produced at half the cost of sheep's wool, Soybean Synthetics mixed with animal wool may provide a valuable supplement or substitute for imported fibers

Soybean Synthetics are but one of the bewildering array of new developments of textile research that complicate dyehouse procedure. But whatever the fibers or mixtures of the future, National Technical Service will be ready with the formulas and colors to give you the result you must have at lowest possible cost.

Always consult National Technical Service first.

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ATLANTA . . . 140 Peachtree St.

NEW ORLEANS . . . Masonic Temple Bldg.
CHATTANOOGA . . . James Bldg.
PORTLAND, ORE. . . 730 West Burnside
TORONTO . . . 137-145 Wellington St., W.

BRANCHES AND DISTRIBUTORS THROUGHOUT THE WORLD

Mill News

CARTERSVILLE, GA.—E-Z Mills, Inc., of Bennington, Vt., and Cartersville, announce a week's vacation will be given all employees during Christmas week.

Payment for this vacation will be made in the form of a \$25 war bond, to be presented to each employee with the company three months on Nov. 24.

SPARTANBURG, S. C.—John P. McCloy, assistant Under-Secretary of War, will make the presentation of the Army-Navy "E" pennant to Beaumont Mills, according to an announcement by Walter S. Montgomery, president and treasurer of the firm. The award will be made on October 3, instead of September 29 as originally planned.

INMAN, S. C.—Inman Mills employees have joined the growing ranks of those textile employees who are investing 10 per cent or more of their weekly earnings in war bonds.

Officials of the Spartanburg County War Bond Committee announced that 94.9 per cent of the Inman Mills employees are investing a total of 10.94 per cent of the company's weekly payroll in war savings bonds.

ORANGEBURG, S. C.—A dividend of 50 cents a share was distributed to shareholders at the annual meeting of the board of directors of the Santee Mills. C. S. Henerey of Orangeburg was re-elected president of the mills.

F. F. Flietmann of New York was named vice-president; Frank E. Whitman of New York, treasurer; H. C. Neumann, assistant treasurer, and J. M. Green of Orangeburg, secretary.

TRYON, N. C.—Polk County is to have a manufacturing plant for making war materials at Lynn, which is located about a mile and a half just outside of Tryon, it has been announced here. Carl O. Story, owner of the old Pacolet Knitting Co. buildings at Lynn, stated that arrangements had been made for actual production of materials needed for the war effort.

Mr. Story has leased the building to parties who have made arrangements with the Government for making tent cloth, belts and parachute straps.

GREENVILLE, S. C.—Several textile mills here have joined together in a "recreation at home" movement to provide entertainment and diversion during the tire and gasoline shortages. At the woodside Cotton Mills Co. the community building is being remodeled for extensive recreational and club activities. At the F. W. Poe Manufacturing Co. a new park has been built where various contests, games, outdoor suppers and picnics may be held. Other groups have organized bicycle clubs and a number of outdoor fireplaces have been built in open spaces near the mills.

NEWTON, N. C.—Carolina Mills of Newton and Maiden, and the New City Mill of Newton distributed \$30,625 worth of war savings bonds and stamps as bonuses to employees and former employees now in the armed service during September, according to a statement authorized by Leonard Moretz, general manager for the concerns.

At the Maiden and Newton plants of the Carolina Mills, the local employees were given securities worth \$21,850 and \$675 worth are being sent to former employees now in service.

At the New City Mill the workers were given \$7,750 and service men will receive \$350.

GREENSBORO, N. C.—Thousands of dollars in bonus checks were paid recently to the 6,000 employees of the four Cone interests in Greensboro, the checks amounting to approximately a week's wages, according to Herman Cone, president, who said similar checks were mailed to former employees who have worked for the companies this year and are now in the uniforms of their country.

The bonus checks went to 1,430 employees of Revolution Cotton Mills, 2,500 employed by White Oak Mills, 1,560 employed by Proximity Mfg. Co. and 460 employed by Proximity Print Works. No estimate was given on the number of checks sent to service men.

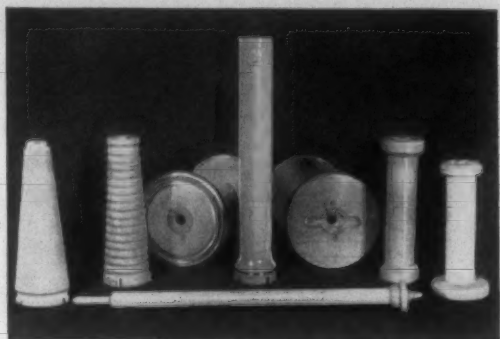
LAGRANGE, GA.—R. D. Williams, vice-president in charge of sales, Callaway Mills, has announced the publication of the company's new annual advertising layout, mat and copy book. Only a limited edition has been published and its distribution will be confined to retail stores carrying Callaway towels, rugs and ensembles.

Eight pages are devoted to practical layouts and copy built around bathroom interiors displaying the exclusive Callaway complete bathroom ensembles. To assist stores in selling matched towel sets, seven patterns are shown as ensembles of face cloth, hand towel and bath towel.

WALHALLA, S. C.—A new club, the Spinners and Spoolers Club, has been organized by the foremen of the spinning room of the Victor-Monaghan Mill.

The first meeting of the new organization was held September 12. J. S. Butts, overseer of the spinning room presided, and Marvin Sanders was elected treasurer. Other members of the club attending were: O. C. Capps, Garnett Capps, Kenneth Hunt, L. B. Lusk, Frank Reid, Clayton Wilbanks, John Stevens, Claude Hunnicutt, Cody Roach, Jim Garland, Will Dyar, John Garrett, and Ansel Collins.

The purpose of the club is to get together once a month for a social gathering and to talk over the problems of the spinning room.



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BOBBINS

ROLLS AND
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SPOOLS
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76 Years of STARCH SERVICE

Since 1866 our policy of Fair Service to All has been the bulwark of our business. It has withstood the test of two major wars and several depressions. Today our customers have confidence in our ability to protect their interests . . . especially through the present emergency. They have confidence in the high quality of our textile starches . . . corn, potato, wheat . . . which reflect the craftsman's art in skillfully converting the best materials the world affords. This customer confidence is one of our most valuable assets. We shall do all in our power to preserve and strengthen it.

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Flexibility Operating Economy

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With the New **BAHNSON Centrispray**

The latest Bahnsen development in Central Station Air Conditioning Systems combines the features of flexibility with remarkably low pumping cost, plus smooth positive control

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UNIT SYSTEM
AIR FILTERS

Safety Is Always Important

Reminiscences of

YE OLDE COTTON FACTORY

By

I. K. EDWARDS

Part Eleven

EVERY human task, of whatever degree of responsibility, is accompanied by a corresponding risk of danger and the ever-present safety problem never slacks up in its demand for attention.

When the textile industry was yet in its infancy and the human element recognized the necessity of mastering the intricacies of machines, it immediately sounded the warning note of caution.

Every mechanical device shouted a potential danger signal, and the proportion of personal injuries was governed by the caution exercised by all the persons in the plant.

First Aid Available

If a speeder tender, spooler, spinner or other machine tender got a mashed finger, cut hand, sprained wrist or ankle, or other injury while cleaning rollers, spindles, gears or ends of frames, stepping on a wet, slippery place on the floor, or whatever, an improvised first aid treatment was always available and the situation was very efficiently cared for.

Once in a long while a picker or card hand might take a chance and try to clean out a choke without stopping the machine and get some fingers or a hand bruised or cut. The doctor was called and carried the patient to his office where the injury was properly dressed and looked after until recovery.

Certain rules were taught and sometimes lists were printed and posted showing the "do's and the don'ts" of safety, and it was very generally understood that they were expected to be observed.

Carelessness was quite vigorously discouraged and it was very promptly eliminated when excessive.

Other Movements Grew

With the growth of the industry appeared more pronounced safety ideas and the accident prevention and first aid, welfare work, health and nutrition classes in the schools, a clinic in the plant with a registered nurse in charge, prepared at all times for any emergency.

The untiring diligence of every person involved, and the phenomenally low average of serious and fatal acci-

dents in the great host of machine operators in this immense enterprise tells its own story.

Even though textile machines are not necessarily dangerous and the fact that so many persons have operated them in every part of the plant over a long period of years without a scratch, it has never been safe at any point along the line to take too much for granted, for it is easy enough to spend a quarter century running frames or lappers (pickers) and build up a perfect "no accident" record and then in a moment of complacency—a hand or foot so badly injured it must come off; an eye or perhaps both eyes—total blindness—a cripple the rest of the way.

Set Up Standard

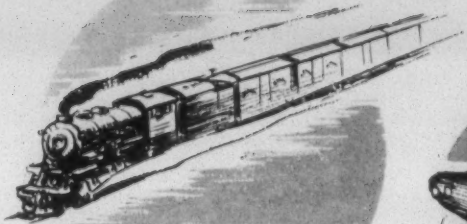
And so the old pioneers, the old rough, rugged, hard-working, hard-living, high-spirited, wide awake "Cotton Factory Folks," have set up a standard of safety history for the Southern textile industry that stands as an unquestionable criterion for all present and future standards and total accident records have long since proven the right to the profound admiration of every one concerned.

Among the number of outstanding vitally important parts of the whole business program in any enterprise is a proper recognition of and attitude toward the status of the personnel of the organization. Employer and employee, each for the other, mutual agreements and thorough understandings, eliminating all the room for future disturbances to mar these relationships, thereby founding a solid business upon a sound, honest, Golden Rule principle that never goes wrong.

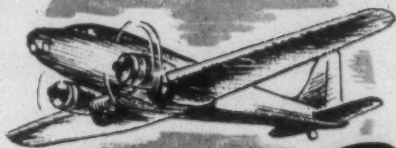
A great many methods of "managing help" were tried out in the early days, some of which outlived others.

Of course this was a major problem and required time, patience, and a tremendous amount of sound reasoning and judgment. During this big "boom," with everybody becoming more and more enthusiastic and excited day by day, prosperity growing, morale in danger of declining, sometimes a worker who had for some years been in the highest standing with his overseer and his fellow workers, and regarded as a good citizen, yielded to the temptation to create dissatisfaction among his associates, but the effect of such a procedure was not able to last very long, for loyalty and fair dealing were treated by a very large majority of the textile population as sacred obligations.

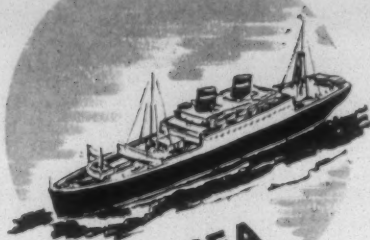
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ON LAND

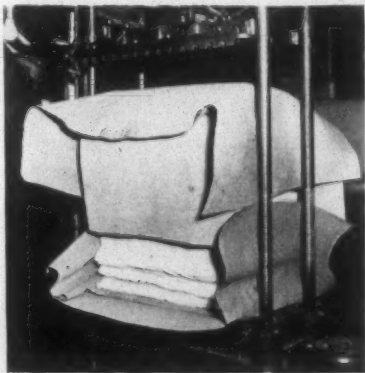


IN THE AIR



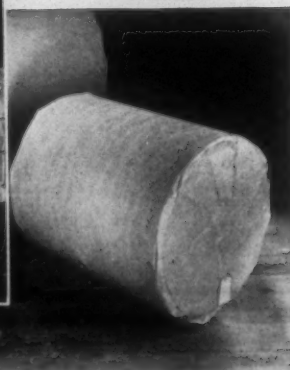
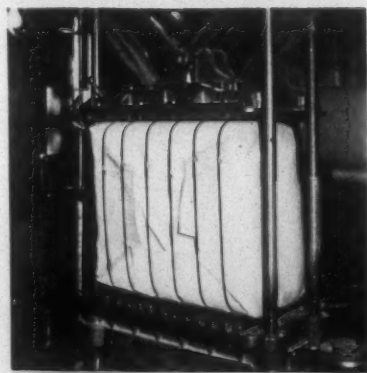
ON THE SEA

Protect with *Fulton* Waterproof **BALING PAPERS**



Protect your cotton bales, rolls and bundles against moisture and dust. Cotton mills, knowing the importance of weaving every pound of cotton for winning the war and putting all available production into wartime uses, have turned to the new FULTON Baling Papers which furnish the best replacement for burlap and other textile bale coverings. These papers are waterproof and dustproof, a feature not possible in other type wrappings. They are better and they cost less. Supplied in convenient size rolls and available for prompt shipment.

CRINKLE KRAFT for wrapping rolls and FLAT KRAFT for wrapping bales are made by binding two layers of kraft paper with a special waterproof asphalt. Easy to handle in any shipping room. Adequate samples gladly furnished for your own testing. FULTON low prices will interest you.



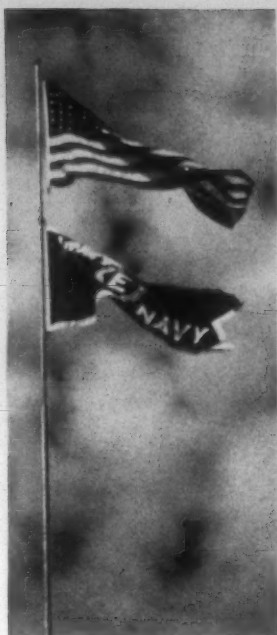
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our nearest plant

Fulton Bag & Cotton Mills

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With Old Glory

ARMY-NAVY "E" FLIES OVER CRAMERTON

CRAMERTON, N. C.—Credit for outstanding effort in backing up the fighting front on the production line was given

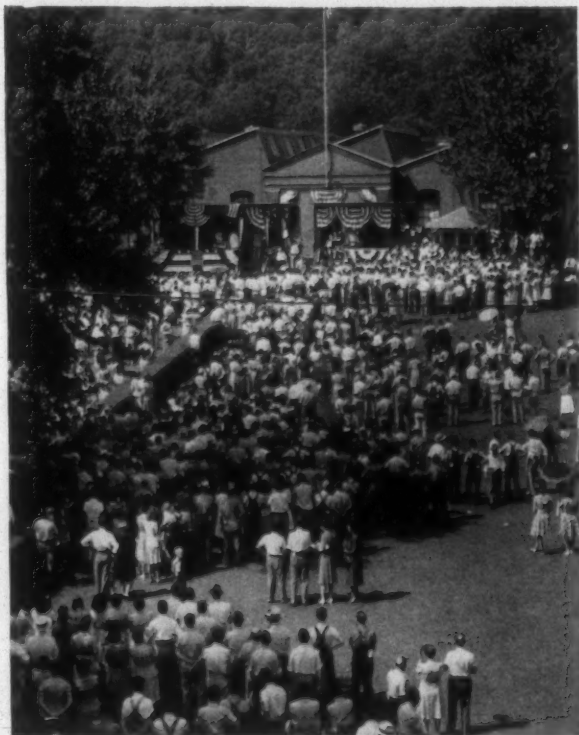
to the employees and management of Cramerton Mills when the Army-Navy "E" pennant was awarded to the firm in a ceremony here September 18.

Maj. Gen. Edmund B. Gregory, quartermaster general of the U. S. Army, presented the large red, white, blue and gold banner in behalf of the nation's armed forces to Major S. W. Cramer, Jr., president of the company.

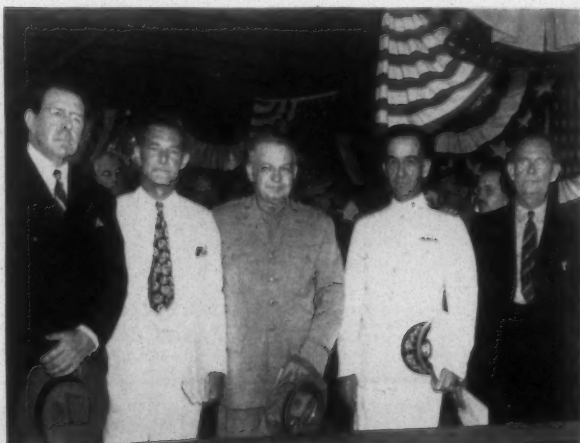
Major Cramer in turn passed on the credit for "excellent" work to the more than 2,000 men and women of Cramerton Mills, each of whom received an individual prize for a job well done, a special "E" lapel pin.

Large Crowd

Nearly 3,500 persons attended the ceremony, among them high Government, state and industrial officials as well as townspeople and school children. Cramerton had primped itself for its proudest day. Flags were flying in front of every house in the village. Workers and townspeople listened while speeches of praise were made, but the biggest moment for all came when the "E" pennant was raised.



Part of the huge crowd of mill workers, townspeople, school children and others who attended the ceremonies at Cramerton is shown above.



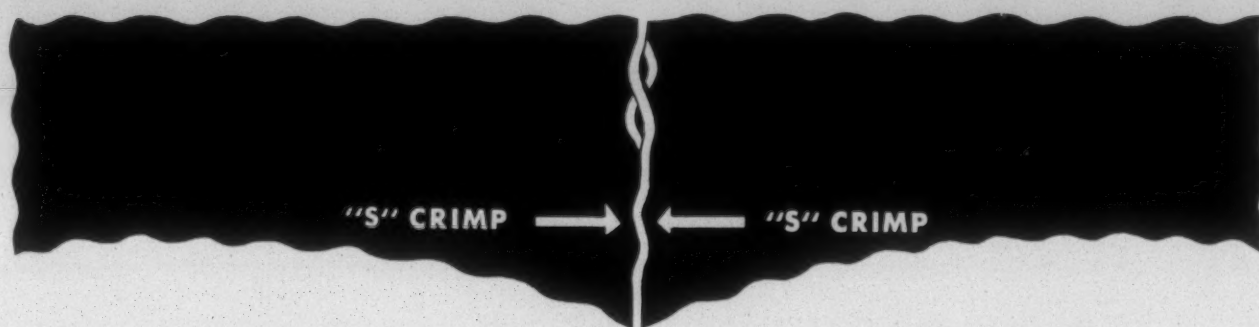
Among officials taking part in the "E" presentation were, left to right, above, Governor J. M. Broughton of North Carolina, Major Stuart W. Cramer, Jr., Maj. Gen. Edmund B. Gregory, Captain Alfred T. Clay of the U. S. Navy, and Grover Cleveland Bridges, oldest employee of the mill in point of service.

To Major Cramer the event was a challenge to every person in the organization "with God's help to do even better in the days to come."

To the mill employees, it was an extra incentive for continued effort in turning out the combed yarn which goes into uniforms and numerous other articles of equipment used by their fellows on the battlefield.

W. M. McLaurine, secretary of the American Cotton Manufacturers' Association, was master of ceremonies and presented the distinguished guests to the crowd. Among them were: J. M. Broughton, governor of North Carolina; Captain Alfred T. Clay, personal representative of Secretary of the Navy Knox; O. Max Gardner, former governor of North Carolina; Forest H. Shuford of the North Carolina Department of Labor; L. A. Appley of

(Continued on Page 30)



The "S" Crimp

What does it SIGNIFY?
answer:— A patented "EAR MARK"
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The "S" Crimp symbolizes Satisfaction, Supremacy, Safety and Service. And assures the superintendent or over-seer of weaving in any mill using *Flat Steel Heddles* that STEHEDCO Products have been purchased • To obtain results, specify "S" Crimp to your Purchas-

ing Department • Our Sales Engineers are at your service to make the proper selection in case a new construction of fabrics is to be produced.

With our capacity we are in excellent position to meet all your requirements.

STEEL HEDDLE MFG. CO.

Manufacturers of Superior

BRANCH OFFICES
ALL OVER
THE WORLD

FLAT STEEL HEDDLES—HARNESSES FRAMES—ALL TYPES OF LOOM REEDS—
 TEMPERED DOGWOOD SHUTTLES—LOOM HARNESSES ACCESSORIES
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FIELD ENGINEERS
IN
EVERY DISTRICT

Personal News

J. E. Holt has accepted the position as overseer of carding at the Shelbyville (Tenn.) Mills, U. S. Rubber Co.

S. H. Ballard retired recently after 42 years of service with the Revolution Cotton Mills at Greensboro, N. C.

Carl Richardson has been promoted to superintendent of the Rushton Cotton Mills, Griffin, Ga.

S. Albert Burts, vice-president and secretary of the Osage Mfg. Co., Bessemer City, N. C., was married Sept. 8 to Mrs. Elma Zigler Loring of Gastonia, N. C.

J. B. Powell has resigned as cloth room overseer of Drayton Mills, Drayton, S. C., and is now night superintendent at Erlanger Mills, Inc., Lexington, N. C.

A. A. Parks has been promoted from second hand at the No. 1 plant to overseer of weaving at the No. 2 plant at Springs Cotton Mills, Fort Mill, S. C.

V. J. Thompson, formerly superintendent at the Rushon Cotton Mills, Griffin, Ga., is now superintendent at Laurens Cotton Mills, Laurens, S. C.

Colonel Charles R. Baxter, former works manager of the Kendall Mills plant at Paw Creek, N. C., has been named chief of the WPB materials redistribution branch.

J. I. Taylor, superintendent of textiles at the North American Rayon Corp. plant in Elizabethton, Tenn., has been commissioned a major in the Army supply service.

J. P. Sutton, principal of Woodside Grammar School for three years, has become connected with Woodside Cotton Mills Co., at Greenville, S. C., where he will do personnel and community work.

W. P. Williamson has been transferred and promoted from the Guntersville plant as overseer of weaving to a similar position at the Albertsville plant of Saratoga-Victory Mills, Albertsville, Ala.

In the TEXTILE BULLETIN of Sept. 15 the positions of D. E. Sherrill and H. M. Belk at Borden Mills, Inc., Kingsport, Tenn., were listed incorrectly. Mr. Sherrill is assistant superintendent, Mr. Belk night superintendent.

Lieutenant M. C. Cottingham, formerly superintendent of Inman Mills, Inman, S. C., is now serving with the armed forces overseas. H. Cleon Estes has been promoted from assistant superintendent to superintendent.

Maurice M. Matthews of the sales organization of Cone Export & Commission Co., has been commissioned a first lieutenant in the U. S. Army. He has been assigned to duty at the Philadelphia Quartermaster Depot.

Charles D. Harman of Waynesboro, Va., a graduate of the University of Virginia School of Engineering and more recently associated with E. I. du Pont de Nemours & Co., is now a lieutenant (jg) in the Navy.

W. W. Ingle has resigned his position with the Charlotte Chemical Laboratories to enter the chemical warfare division of the Army and is now at Edgewood Arsenal, Md. He is a graduate of N. C. State College.

Harry F. Williams, formerly with Easley Cotton Mills Co., Easley, S. C., and later with the State Unemployment Compensation Board, has become personnel manager of Aragon-Baldwin Mills, Rock Hill, S. C.

W. H. Beattie, vice-president and treasurer of Woodside Cotton Mills Co., and Alan B. Sibley, vice-president and treasurer of Judson Mills, Greenville, S. C., have been named colonel and lieutenant-colonel, respectively, of the textile division of their Community Chest drive.

Officers of the Spindale (N. C.) Mills Foreman's Club have been elected as follows: president, J. F. McDougal; vice-president, Earl Yelton; secretary-treasurer, D. A. Matthews; executive committee, L. K. Jones, chairman; Russell Frye and G. H. Mahaffee, members.

Adair Wright, formerly in charge of the Southern territory of Deering-Milliken & Co., Inc., New York, has been elected vice-president of the firm. Mr. Wright is a native of Spartanburg, S. C., and has worked with the Pacolet Mfg. Co. at Pacolet, S. C.

C. W. Coons, who has been director of vocational education at the Greenville, S. C., schools for the past eight years, has taken up work in the personnel department of the Riverside & Dan River Cotton Mills at Danville, Va., where he will be in charge of housing and maintenance.

Joe Dubrof has been made superintendent of the two plants of Carolyn Chenilles, one of which is at Dalton, Ga., the other in Chattanooga, Tenn. These are the plants which were formerly the M. W. Cannon Co., and are now the Carolyn Chenilles under direction of Nat Seiden.

W. H. Tedford has been transferred from manager of the Addison plant of the Kendall Co., Edgefield, S. C., to a similar position at the Paw Creek (N. C.) plant. Karl Coelpke has been promoted from overseer of spinning at the Pelzer (S. C.) Mills of the Kendall Co. to manager of the Addison plant of the Kendall Co., Edgefield, S. C.

W. T. Hunt has been promoted from overseer of carding and spinning to superintendent of Carter Mills, Lincoln, N. C. W. A. Hunt, the former superintendent, has accepted a position as salesman for A. B. Carter, Inc., of Gastonia, N. C. J. E. Clark of McAdenville, N. C., is now overseer of carding and spinning at Carter Mills.

Raymond L. Collett and Kenneth M. Lowry have become associated with the Judson Mills, Greenville, S. C., the former as comptroller, the latter in charge of the cost department. Mr. Collett was recently connected with an accounting firm in New York City. Mr. Lowry comes to the Judson Mills from the Ware Shoals (S. C.) Mfg. Co.

HOUGHTON WOOLTOPS

Prompt Shipment All Grades on Short Notice

Suitable for Blends with Rayon or Cotton

HOUGHTON WOOL COMPANY

253 Summer St.

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Write or Phone Our Southern Representative

JAMES E. TAYLOR, Phone 3-3692 Charlotte, N. C.



CLINTON

STARCHES

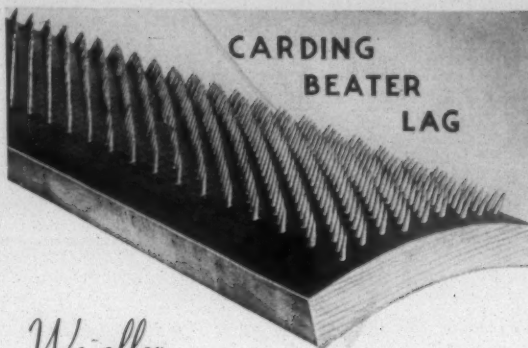
*** **FOR ALL** TEXTILE USES

★ QUALITY
★ UNIFORMITY
★ SERVICE

CLINTON COMPANY

CLINTON, IOWA

PINS and LAGS



We offer
3 to 4 weeks delivery

on any properly rated priority business
on any size or shaped pins or lags ever made.

We will be glad to quote you on repinning your lags.

We guarantee and are willing to stand behind the quality of material and workmanship of anything we produce.

Our guarantee is based on 72 years of research, development and experience devoted exclusively to the manufacture of needle pointed goods.

Now Under New Management

J. C. BENNETT, President

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TOM WAINMAN, Engineer

E. A. MORSE, Production

• *Your inquiries will receive prompt and courteous attention*

We are experienced manufacturers of needle pointed goods and many specialties made to order

Jute and Flax Card Pins
Cotton Waste Picker Pins
Bag or Shoddy Picker Teeth
Mixing Picker Teeth and Pins
Waste Machine Pins
Doffer Teeth
Cordage Pins
Tenter Pins
Faller Bar Pins
Jenny Bar Pins
Gill Pins
Hackle Pins
Comb Pins
Faller Bars—Plain or Pinned
Hackles for Machine or Hand
Gills Pinned
Tenter Plates Pinned
Wet and Dry Combs
For the Brush Trade
Lags—Gills—Tenter Plates

Rolls—Faller Bars
Iron Rivets
Plain or Steel Clad Lags for Use in—
Jute and Flax Cards
Cotton Waste Pickers
Carding Beaters
Rag or Shoddy Pickers
Worker Rollers—Wood or Steel
Stripper Rollers—Wood or Steel
Lumpers
Wiping Waste Machines
Pinned Feeder Slats
Plain Slats
Doffer Plates
Waste Machine
Doffer Cylinders—Steel
Feed Roll Lugs
Pinned Feed Rollers

WILLIAM CRABB & CO., 301-3rd Ave., Newark, N. J.

DEMANDS OF WAR ARE STRESSED

Combed Yarn Spinners Group Has Annual Gathering

CHARLOTTE, N. C.—Combed yarn men, having already done a fine job in the production of war goods, concluded at the end of their meeting here September 18 that they will have to reach even steeper goals to satisfy the needs of the armed services.

In its annual session the Southern Combed Yarn Spinners Association elected as the new head W. L. Balthis of Gastonia, N. C., president and treasurer of the Peerless Spinning Corp., Lowell, N. C., and the Ralston Yarn Mills, Inc., Lincolnton, N. C., and president of Insulating Yarns, Inc., Lowell. He was elevated from the position of



Shown in front of one of the "Cottons at War" exhibits at the Southern Combed Yarn Spinners Association meeting are, left to right, above, S. M. Butler, retiring president of the association, Mrs. Mildred Barnwell, secretary, W. L. Balthis, the new president, and Lawrence W. Appley, with General Gregory one of the principal speakers.

first vice-president of the association, succeeding S. M. Butler, secretary and assistant treasurer of the Carlton Yarn Mills, Inc., and the Nuway Spinning Co., Cherryville, N. C.

The U. S. Army's quartermaster general, Maj. Gen. Edmund B. Gregory, and Lawrence Appley, consultant to the Secretary of War on civilian personnel, were the principal speakers.

Both Mr. Appley and General Gregory brought to association members a picture of demands and more demands upon the civilian population of the nation before the war is ended with victory for the United Nations.

Mr. Butler presided. In a brief report of the year's work, he told of the unusual accomplishments of association members in providing the needs of the military forces

(Continued on Page 32)

Textile Operating Executives Meet at LaGrange, Ga.

LAGRANGE, GA.—Textile Operating Executives of Georgia marked the 20th anniversary of their group at the annual meeting here September 19, and heard various Government officials lay stress on the problems of all-out war production.

J. H. Daughdrill, vice-president and general superintendent of Callaway Mills, LaGrange, was elected general chairman of the group. He succeeded Erwin R. Lehmann, superintendent of the Langdale Mill Division of the West Point (Ga.) Mfg. Co.

Julian M. Longley, agent, American Thread Co., Dalton, Ga., was made vice-chairman, succeeding Mr. Daughdrill. Robert W. Philip, editor of *Cotton*, Atlanta, was re-elected secretary-treasurer for his 21st consecutive annual term.

Lawrence R. Brumby, general superintendent, Bibb Mfg. Co., Macon, was chosen to membership on the executive committee, succeeding W. R. Beldon, manager, Clark Thread Co., Clarkdale.

Large Attendance

A large attendance of nearly 500 Georgia mill men and visiting executives from other states was present.

Lieut. Col. John P. Baum, formerly assistant manager of the Pepperell Mfg. Co., Opelika, Ala., and now in the Quartermaster Corps, addressed the convention on the job of the textile mills in supplying needed material.

Colonel Baum had on exhibit an extensive array of uniforms, equipage and material utilizing cotton textiles.

Major Charles A. New of the internal security division of the Fourth Service Command, in charge of war plant protection, formerly production manager of Judson Mills, Greenville, S. C., addressed the group on plant protection methods and material conservation.

Labor Supply Discussed

Thomas H. Quigley, director for Georgia, U. S. Employment Service, told of the critical situation with respect to labor supply. R. C. S. (Scotty) Young, recently named head of the Textile Welfare Association which directs the social activities at the mills in the Callaway chain, concluded with an address on the part of the individual worker on the home front.

Fuller E. Callaway, Jr., president of Callaway Mills, welcomed the visitors to LaGrange.

Among those attending was Fessenden S. Blanchard, president of Textile Research Institute, New York.

(Continued on Page 32)



"THEY" TOLD US NOT TO SELL SO MUCH TEXTILE MACHINERY

Confidentially, we would rather help to win the war, anyway

It would be fine if we could tell you how our great factory buildings have been converted to the war program, and the interesting things that we are doing here.

Some day we hope to spin the yarn.

Meanwhile, our research and experimental departments are busy. When peace comes, better Whitin textile machinery will be available than ever before.

P.S. We expect to continue to furnish repair parts needed to maintain Whitin machinery at top notch efficiency.

WHITIN MACHINE WORKS

Whitinsville, Massachusetts, U. S. A.

Charlotte, N. C.

Atlanta, Ga.

TEXTILE BULLETIN

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Audit Bureau of Circulations and Associated Business
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Contributions on subjects pertaining to cotton, its manufacture and distribution, are requested. Contributed articles do not necessarily reflect the opinion of the publishers. Items pertaining to new mills, extensions, etc., are solicited.

Cotton Mill Scrap

The cotton mills of the South should not fail our country when there is such a vital need for scrap metals.

Unless there has been a clean-up campaign within the past few months, there is a large amount of old metal in or behind sheds or under buildings at Southern cotton mills. Some mills which changed to electric drive some years ago are still holding the old shafting, pulleys and bearings.

Antiquated machinery, which is not needed now, will be worse than useless in post-war days when there will be severe competition and only mills with low production costs will be able to operate.

C. E. Hutchison

After the last form of this issue had been put upon the press, but before printing had been begun, we received news of the death of C. E. Hutchison, president of the American Yarn and Processing Co., Mt. Holly, N. C., at Memorial Hospital, Charlotte, N. C.

Mr. Hutchison was one of the outstanding cotton manufacturers of the South. The Guest Editorial on page 7 of this issue was written by him.

Second Front Yelpers

We are becoming rather tired of hearing certain radio commentators yelping about our failure to establish a "second front."

We believe that the time and place of a second front should be determined solely by our military leaders and those of Great Britain and can see no reason why a radio commentator should pose as a military expert or presume to give advice to those who have military education and also more information about our ability to successfully establish and maintain a second front.

There was a day, not so long ago, when the military power, which Germany had secretly accumulated, was crushing the unprepared English and French armies and when the water of the English Channel was running red with the blood of Englishmen trapped at Dunkirk.

Russia knew then that Germany was her enemy but not only refused to establish a second front but entered into a non-aggression pact which gave Germany security on her eastern border, and left her free to use all of her military might to crush the English, who were desperately striving to get back across the channel.

It was the stupidity of the Germans, and not fear of attack from the east, that prevented them from invading England and bringing to a close resistance in western Europe.

Germany knows today that she missed the chance of victory which was made possible by the Russians signing the non-aggression pact.

Now that Germany has violated the pact and is crushing Russia, that country is demanding that England and the United States establish a second front, no matter what may be the cost in blood and lives, or what may be the effect of a failure upon the ultimate outcome of the war.

Some military men say that the cost of establishing a second front at this time would be more than a million dead and wounded among the soldiers of England and the United States.

They also say that if the attempt is made and fails, it could easily mean that Germany would win the war.

We have no doubt that many of those who are yelping for a second front are aware of these facts but love Russia so well that they will insist upon immediate action.

Many men and women, who are now wholeheartedly for our war effort, were doing their best to discourage the building of guns and tanks and planes up to the very day that Germany made its attack upon Russia.

Many of them now hold high positions in war preparation bureaus in Washington but, prior to the day that Germany turned upon Russia, were

soap box orators with the "Peace Mobilization Movement" or other communistic organizations and spent many hours abusing the United States for building war materials for our soldiers and for those of Great Britain.

Only a few weeks before Germany attacked Russia, one group of members of the Peace Mobilization Movement were picketing the White House in Washington, D. C., as a protest against assistance to Great Britain, while another group of the same organization were meeting at High Point, N. C., and hearing one of their leaders, Prof. E. E. Ericson of the University of North Carolina, abuse our Government and our military departments for their efforts to enlarge and better equip our Army and Navy and air branches.

They all now profess to be loyal Americans but it is our opinion that they are only for the United States because an attack by Germany automatically placed Russia on our side.

They are for Russia first, and any support for our war effort is because we are helping Russia.

We have great admiration for the brave stand which the people of Russia have made and we rejoice at the great number of guns, tanks and planes we are able to send to her even at the sacrifice of our ships and the lives of many of our sailors.

But for the refusal of Russia to permit our armed forces to enter Russia, our fighting men might be aiding her in the defense of Stalingrad and we have the idea that our air force, combined with that of Russia, could have stemmed the tide. One strong front might have eliminated the demand for a second front.

Russia is now our ally and we are in favor of giving her all possible aid but we are not in favor of allowing a group of people, whose loyalty to America is only secondary, to goad our military leaders and those of Great Britain into risking the lives of a million of our young men, and also risking the ultimate success of the war by opening a second front before they are sure that we have the necessary war equipment and that German resistance has been definitely weakened by the aerial destruction of her cities and war factories.

Army-Navy "E" Awards

We regret that we will not be able to attend all of the meetings at which Army-Navy "E" Awards are to be made but we do sincerely congratulate the officials and employees of those mills who are serving their country in such an outstanding manner as to receive the great honor.

Up to the present date notice has been given of awards to the Chatham Mfg. Co., Elkin, N. C.; Cramerton Mills, Cramerton, N. C.; Beaumont Mfg. Co., Spartanburg, S. C.; Lincoln Mills, Huntsville, Ala.; and the West Point Mfg. Co. of West Point, Ga., with two units at Lanett, Ala., and other units at Riverview, Fairfax, Langdale and Shawmut, Ala.

There are other mills equally deserving of commendation and doubtless additional Army-Navy "E" awards will be made.

McLaurine To Be Honored

William M. McLaurine, secretary of the American Cotton Manufacturers Association, with offices at Charlotte, N. C., is to be tendered a special dinner in testimony of the appreciation of the textile interests of the country for his efficient leadership and services.

The dinner is to be given at the Astor Hotel, New York, on October 21st and is sponsored by the Textile-Square Club of that city, an organization composed of the leading buyers and sellers of textile fabrics.

After many years as an educator Mr. McLaurine became secretary of the Cotton Manufacturers Association of Georgia and did such conspicuous work for that organization that he was chosen by the American Cotton Manufacturers Association for its larger field of activities. In that position he has done such outstanding work as to cause him to be ranked as one of the top association secretaries in this country.

While serving the American Cotton Manufacturers Association he has taken a deep interest in the welfare of the employees of the mills, and has also been able to understand the viewpoint of farmers' organizations, in fact, is now in great demand as a speaker at meetings of cotton growers.

We congratulate W. M. McLaurine upon the honor which has come to him and we also congratulate the Textile-Square Club for showing such discernment in selecting a person to be honored.

Why Machine Parts Break

The Piedmont Section of the Southern Textile Association is to meet at the Charlotte Hotel, Charlotte, N. C., on the morning of October 3rd and devote a session to discussing the causes of broken machine parts.

Those attending are to bring broken parts to the meeting as the basis for the discussion.

It should be a very interesting and worthwhile session.

**It costs less in the long run
to maintain your equipment
when you specify . .**

THE efficient operation of your Saco-Lowell equipment is more vital today than ever before. New equipment is not readily available . . . and the demand for more and more production from your present equipment means that every machine, although taxed to capacity, must be kept in fighting trim. Time out for repairs and replacements must be held to a minimum.

When replacements must be made the use of genuine repair parts will cost you less in the long run. A genuine part is not a substitute, for there is no difference between a Saco-Lowell repair part and the part which was assembled in your original equipment. It is an exact duplicate in design, material and craftsmanship . . . and it will render the same efficient long-lived performance as the unit which it replaces.

An ample supply of Saco-Lowell repair parts is readily available.



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Greenville, S. C.

Atlanta, Ga.



MASTER MECHANICS' SECTION

Confused Thoughts About Belting

By R. B. Heller
Akron Belting Company

RECENTLY a national organization made a survey to determine what master mechanics, plant engineers, superintendents, maintenance men and others in like positions thought of different power transmission appliances.

Being a flat leather belting man, I turned at once to the section dealing with the comments and questions on that commodity, and to say the least, the answers are surprising.

On almost every point there is contradiction to the point of confusion, leading one to feel that when, whatever their abilities or positions, do not always completely inform themselves.

Of two chief engineers, one declares that leather belting will not meet his moisture conditions. The other says that where he has moisture and high temperatures, leather belting works very satisfactorily.

Waterproof Belts Made

How can one reconcile these two expressions? Perhaps the first engineer does not know, and he is not alone in that, that the better belting manufacturers make full waterproof construction belts that will stand a lot of moisture.

Here is a very extreme case. A small flour mill stood on the bank of a river. A freshet washed the bank away, the mill slid into the river, and was immersed to its eaves. It stood there for several years, until it was raised and dried out. Leather belts made with waterproof cement had been in use, and not one lap had opened, nor had the plies separated in the double belts.

A nearby paper mill is using a 16-inch double leather belt running from the water-wheel in a room filled with exhaust steam and water spray, and this wringing wet belt has been giving service for several years.

The idea that leather is injured by water is erroneous. Tanning is a wet process, and the leather is seldom dry from the start until it is fully tanned. We, ourselves, during our secondary tanning and currying processes, wet and dry our belting leather no less than five times, and when it is finished it is flexible and has a high tensile strength.

But if one uses metal fasteners or rivets to join the ends, the metal will be affected in such places, and it is here that trouble is encountered. Join the belts that must run moist or wet with an endless splice made with waterproof cement. It will work.

The second engineer cited above doubtless called in a good belt man, and showed him the working conditions the belt had to meet. There's a moral in that, too.

Another question raised was that old one of stretch. Leather is elastic by nature, and a piece of leather that has lost its elasticity is "dead." Most cases of stretchy belts when analyzed show that not enough belt is being used, too thin, or too narrow. While it is true that leather has a greater overload capacity than any other substance used for belting, it can be overloaded. So can a horse be overloaded. The horse will balk and the leather will stretch.

There is no very good reason for an overloaded belt. Any manufacturer will gladly furnish horsepower tables, and put on the right belt if he has the chance. One trouble is, that in a group drive of any kind, the tendency is to add machine after machine to the group, and expect the belt to take on all the loads added from time to time, and still keep going without any trouble.

"Stinginess"

Another lot of grief can be directly attributed to just plain "stinginess." If a drive needs an eight-inch belt, put it on; a six-inch won't do the work as well, and if one tries it, he is just asking for trouble. A good many times the fault is with the man when the belt will not pull its load. It is poor economy to "splurge" in the buying of machines, to adopt the attitude of "I want the best you've got," and then try to clip off a couple of dollars from the belt price. If the machine costs \$4,000, that's the price, and it is worth it. Likewise, if the necessary belt costs \$65, that's its price, and it is worth it, too. A \$50 belt won't always do it.

Another engineer says leather belting is high-priced. Price is so relative a factor that one can argue a long time about it. True, if one man quotes \$200 and another

quotes \$100, there is a difference. But if the \$200 belt lasts only twice as long as the \$100 belt, and there are very many such cases on record, it is much less expensive in the long run. Figure it out in terms of less lost man-hours, greater machine production, lower maintenance cost, and then see. A good belt, correctly applied and cared for, keeps right on paying its way long after the cheap one is on the scrap-heap.

The biggest difference in attitude comes here. One engineer says, "We determine the kind and size of belts, and do not consult the manufacturer." Another engineer says, "We use a lot of leather belts, and consider them so important that we employ a man who specializes on their maintenance and purchase."

Now which of these two gets the better results from his belting? Figures are not given, of course, but it would not be too hard to guess.

No engineer need feel that it is a reflection on his knowledge or ability if he asks advice from a belting manufacturer about how to belt a given drive. The manufacturer is a specialist in his line, just as the engineer is in his. "Let the shoemaker stick to his last."

Short center drives provide another source of difference of opinion. Many master mechanics do not realize that leather belting is made in varying thicknesses and degrees of flexibility.

A properly selected leather belt will do efficient work on such a drive, and do it better than other kinds of belting. When used with a tension control motor base, its life and effectiveness leave little to be desired.

One engineer thinks that "belts run more frequently over the pulleys, and wear out faster." That sounds all right until one learns that on such a drive the belt tension is automatically adjusted to the load, and is applied just as it is needed. It is the strain and slippage of an inadequate or incorrect belt that wears it out, not the distance it travels.

Summing it all up, one comes to the conclusion that if those who are in charge of power transmission by belting will only put their problems before a reputable manufacturer of leather belting, and heed his opinions, which are usually based on hard-won experience, much more satisfactory results will be attained, and a good deal of money saved by industry.

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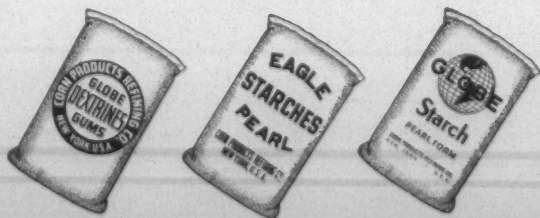
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Southern Combed Yarn Spinners Assn. Has Annual Gathering

(Continued from Page 24)

and promised that no matter how great these needs may be in the future, they will be met.

General Gregory was introduced by Governor J. M. Broughton of North Carolina, who praised the manufacturers for their efforts and pointed out that not an hour has been lost in plants of North Carolina with Government contracts because of labor troubles. Mr. Appley was introduced by O. Max Gardner, former governor of North Carolina, who said the people of North Carolina can always be depended upon to do their part and more in the interest of their nation.

Mrs. Barnwell's Report

A bound report of the activities of the association in the last year, prepared by Mrs. Mildred G. Barnwell, secretary, was presented to all who attended the meeting.

The industry, she said, has settled down doggedly to attain and to maintain, at all costs, maximum production for war needs and to co-operate in every way possible toward winning this war. She listed as one of the first steps toward greater production by the association that of having restrictions removed on Sunday. Other activities were described fully.

Lapel pins, designed with bobbins of yarn on the front and the names of the owners on the back, were presented to all former presidents of the association.

In addition to Mr. Balthis, officers for the new year were elected as follows:

First vice-president, Caldwell Ragan of Gastonia, N. C.; second vice-president, F. L. Smyre, Jr., of Gastonia; treasurer, T. L. Wilson of Gastonia. Mr. Butler, as immediate past president, will serve as chairman of the executive committee during the ensuing year.

Directors were elected, as follows: three-year terms, J. H. Lineberger of Belmont, N. C.; A. M. Dixon of Gastonia; W. J. Pharr of McAdenville, N. C.; W. L. Robinson of Gastonia; two-year terms: D. P. Stowe of Belmont; G. W. Boys of Tuxedo, N. C.; J. A. Groves of Albemarle, N. C., and J. S. Verlenden of Philadelphia, Pa.; one-year terms: W. H. Suttentfield of Mt. Holly, N. C.; A. G. Myers of Gastonia; C. C. Armstrong of Gastonia, and John R. Crawford, Jr., of Salisbury, N. C.

There was much interest in a display of the uses of combed yarn products in the war effort. With General Douglas MacArthur as the central figure, the display has more than 100 pictures of soldiers in action. It showed uniforms and other equipment made from combed yarn products. This display, Mrs. Barnwell announced, will be shown in each of the combed yarn towns in an effort to impress upon employees of the industry the fact that they are playing an important part in their nation's war.

Textile Operating Executives Meet At LaGrange, Ga.

(Continued from Page 24)

The convention was held in the new Callaway auditorium, the first time in the association's history that it had met outside Atlanta.

At the conclusion of the one-session meeting, the visitors were served luncheon in the auditorium as the guests of Callaway Mills.

The three winners of hats in the drawing at the conclusion of the session were G. P. Brookshire, overseer of carding and spinning, Unity Plant, Callaway Mills, LaGrange; M. M. Tuttle, superintendent, Plant No. 2, Newnan Cotton Mills, Newnan, Ga.; and T. S. Richey, overseer of twisting, Cedartown Yarn Mills, Inc., Cedartown, Ga.



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MILL STARCH

The Weaver's Friend

The Keever Starch Company, Columbus, Ohio

American Yarn and Processing Co. Ownership Changed

MOUNT HOLLY, N. C.—Through one of the largest mill transactions in the South in recent years, R. S. Dickson & Co., investment banking firm with headquarters at Charlotte, N. C., has purchased the controlling interest in the American Yarn and Processing Co.

The American Yarn and Processing Co., which has textile plants at Mount Holly and Maiden, N. C., has outstanding \$1,539,100 in common capital stock and \$310,000 in preferred capital stock, with a total net worth of approximately \$2,500,000.

Under terms of an agreement with the Hutchison and Lowe interests, which were previously in control, the investment banking corporation became controlling owners of these valuable properties Sept. 29. While the purchase price was not revealed, R. S. Dickson, president of R. S. Dickson & Co., said the price involved was at a substantial premium over the par value and that all minority stockholders have been given an opportunity to sell at the same price to be paid to majority stockholders.

The properties consist of five spinning plants and a modern building under lease to a large dyeing and finishing corporation. The corporation owns a large acreage of valuable land in and around Mount Holly, providing ample space for any desired future expansion. It also owns sufficient villages to house practically all of the approximately 1,400 employees. Its average weekly payroll is approximately \$31,000.

The plants are described as well diversified as to counts of yarn manufactured, running from 8's to 140's. The

company maintains its own sales organization and, in addition to its own spinning, purchases large quantities of yarns from spinners as well as doing a large custom mercerizing business for certain spinners. The plants contain approximately 65,000 spindles.

Its officers are as follows: president and treasurer, C. E. Hutchison; vice-president, I. C. Lowe; assistant to president, W. H. Sutfenfield; vice-president, T. H. McKinney; secretary, Edwin Hutchison; and assistant secretary and treasurer, T. J. Davis.

Mr. Dickson said that one of the larger stockholders, J. W. Abernathy, Sr., of Newton, N. C., who is president and director of a number of other textile corporations in the Piedmont section of North Carolina, has agreed to remain on the board of directors of the corporation. The president of the company, Mr. Hutchison of Mount Holly, and the vice-president, Mr. Lowe of Charlotte, have agreed to continue to serve on the board and act in an advisory capacity at least through 1943. No material changes in the management or personnel are contemplated, Mr. Dickson said.

Slater Donates Improvements

SLATER, S. C.—S. Slater & Sons, Inc., has presented to the community water, sewer and light district all street lighting lines and fixtures, sewerage disposal plant and all rights of way and easements with a few reservations.

The facilities were transferred in a deed involving a consideration of only \$1. It was signed by W. J. Carter and C. E. Baxter, vice-president and treasurer, respectively, of the corporation.

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From our own BARYTES mines in the deep South we secure the prime raw material for our production of SODIUM SULPHIDE.

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- 125—40" Draper Model E Automatic Looms.
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- 2—Barber-Colman 4-E Warp Tying-in Machines.

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Two cotton textile mills, either separately or together, as going concerns, one of which is located at Jasper, in Walker County, Alabama, and the other at Russellville, in Franklin County, Alabama. The Jasper Mill has 12,896 spindles, all long draft, 182—40" Draper looms and 168—36" Draper looms, together with modernized preparatory machinery. The Russellville Mill has 13,344 spindles, 200—40" Draper looms and 86—36" Draper looms, 100 of which are dobby looms and 186 of which are plain looms, together with the necessary preparatory machinery.

Address inquiries to:
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Address Reply to "C. Y. S.,"
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Reply "M. M. 63,"
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Textile man, preferably College trained, with technical knowledge of Rayon twisting, coning, etc., and general textile knowledge.

Pleasant personality and tact required; also ability to work out problems occurring in mill working on Rayon. Willing to travel often.

State age, place of birth, past experience, education and salary expected. Draft status at least 3-A (married with children).

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COTTON BUYER—Experienced Buyer, shipper, classer. References, draft exempt, desires change. Knows textile office work. Address "Cotton Buyer," c/o Textile Bulletin.

WANTED—Position as Overseer of Weaving in small mill or second hand in large mill. Have had several years' experience in print goods and also three harness drill. Now employed; would like to make a change. Married. Can furnish good references. Not subject to draft. Answer "W. R. W.," c/o Textile Bulletin.

NIGHT SUPERINTENDENT Yarn Mill wishes to change to first shift. Age 34; dependents. 15 years' experience in carding and spinning. Good practical education. Address "Yarn Mill," c/o Textile Bulletin.

SUPERINTENDENT, now employed, wants change present job as Superintendent nine years; prefer yarn mill, knitting yarns a specialty. Twenty years as superintendent; also practical carder and spinner. Best of references. Above draft age. Address "B-19," c/o Textile Bulletin.

WANTED—Position as Overseer Finishing or Napping; had 20 years' experience. Can give good references. Address "Finishing," c/o Textile Bulletin.

WANTED—Card Fixer. Must be experienced on Whitin Model E, 49" woolen cards. Running cotton waste. Take charge small unit. Address "Box R-M," c/o Textile Bulletin.

SITUATION WANTED as Superintendent or Overseer in mill making Duck. Have had long experience as overseer and superintendent. Guarantee satisfaction, as I know how, on all grades of Duck. No obligation if not satisfied with results. Address "Situation," c/o Textile Bulletin.

WANTED—Position as Overseer of Carding or Spinning. Have had ten years' experience as carder and spinner on cotton and rayons. Can furnish good references. Address "Box B-12," c/o Textile Bulletin.

FIRST-CLASS Roller Coverer wants to make change. Married; sober; on present job twelve years. 18 years' experience. Good references. Address "N. C. B.," c/o Textile Bulletin.

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Cotton Goods Market

NEW YORK.—Interest continues to be fairly good in the market, especially among the civilian users, but activity nevertheless remains on a small scale. This seems to be due to the fact that the market is holding off in anticipation of the Army Quartermaster Corps' placement of contracts on a number of different fabrics.

The Government orders have been expected for some time, and mill men are delaying taking on new business by giving the Government agencies first call on any production they have available. Even holders of priority rated orders were not very successful in getting cloth for delivery within periods in which the mills were pretty well sold up, it was indicated in some places.

Among the notable developments of recent date have been the OPA amendments to price schedules, which have been especially directed at military fabrics, showing the closeness of the co-operation between the OPA and the War Department. Outstanding among these revisions have been amendments affecting twills, drills, sheetings and combed goods, it is pointed out.

Other important factors which seem to lead to the conviction that these orders are due soon are:

Present contracts on a variety of fabrics have only a short while to run.

Army authorities have requested mills to reserve looms for forthcoming orders.

The inner circles in the high command are prepared for an Army of many more million men than at present, and press statements all tend to confirm this belief.

That the authorities in charge of buying have so far placed only a fraction of the appropriation for the current fiscal year.

One of the strongest hints that the Army would soon place these orders and in far greater quantities, was the statement at the close of last week by Maj. Gen. E. G. Gregory, before the Southern Combed Yarn Spinners Association in Charlotte, N. C., that the mills would have to turn out twice as much yardage during the latter half of this year than during the first half.

Various comments revealed that sellers are hesitant to accept contracts because of the uncertainties connected with future legislative developments, price regulations, and the unattractive basis at which the commitments can be accepted. Until the clarification of a number of these questions, mills are expected to continue concentrating on current orders, which in most instances have at least two to four months to run.

Civilian users in the meantime are quickly absorbing all offerings and keep scouring the market for supplies.

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Cotton Yarns Market

PHILADELPHIA.—Civilian inquiries for both carded and combed yarn have continued to show an increase since activity began to pick up substantially about a month ago. This has been represented by the number of inquiries received for representative single and ply carded and combed counts.

Dealers on the Philadelphia market indicate that they have been able to get a larger percentage of offered business accepted than was the case a month or two ago.

Currently, it is indicated, a good many sources of sale cotton yarn continue to think mainly in terms of Government orders; either on the books or in prospect. Of those already on the books, a number of the larger combed yarn mills still have two or three months' shipments to make on old contracts for use in military goods.

The address of Quartermaster General Gregory to the Combed Yarn Spinners Association at Charlotte, N. C., threw some light on the future of Government needs in cotton twills, and was viewed here as confirming the information gathered by the representatives of leading combed sale yarn mills. Not only the approximate total yardage of goods, but the delivery arrangements are of importance right now to a good many combed spinners, who still have two or three months' production due on the contracts placed by the Army last spring.

Prices are firm at ceiling levels all along the line, except that concessions still are reported for ply carded ordinary grade yarns up to 20s. The usual explanation among sellers is that yarns sold under the ceiling are mostly off-grade. For standard white yarns, it is said, full ceiling rates prevail.

It is indicated that a good many buyers have settled down to a month-to-month basis and, as a result, the average buyer seems to have ignored prospective yarn requirements beyond November. Several weeks ago local distributors were urging customers to take prompt advantage of opportunities to cover, at least in part, through next January. Reports of the unfilled orders now on hand among sale yarn spinners appear to show that they are smaller than a year ago, except for military yarns.

In combed yarns, when the deliveries due to mercerizers and the Government are excluded, it looks as if the average civilian buyer is now covered ahead about one-half of normal, it is commented here, and also is without the normal peace-time recourse to spinners' or market stocks of yarn, which are described as almost non-existent.

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Cloth Given High Priority

WASHINGTON, D. C.—The War Production Board has established high priority ratings to make available "for specified food and agriculture uses" approximately 112,000,000 yards of sheetings, flannels, print cloth yarn fabrics, Osnaburg cloth and tobacco cloth. WPB described as essential uses "packaging of cheese, production of milk strainers and filters, overing of tobacco seedbed and shade-grown tobacco, and manufacture of cotton picking sacks."

Reminiscences of Ye Olde Cotton Factory

(Continued from Page 18)

It is unnecessary to count the cost of any understanding whether planting a garden or building a million dollar cotton mill, and it was eventually realized that only by a diligent adherence to a strictly honest business policy could the firm hope to survive.

So, as conditions were gradually clarified by a general exercising of concerted effort, another harrowing ordeal was finally "just an unpleasant memory."

Efficiency Improved

Efficiency improved with experience, as machines advanced, and constantly building up a larger volume of production.

The owner or manager of the plant knew what his business cost to operate and it was imperative that itemized accounts be kept and that both sides of the ledger stay within safe limits.

In prosperous as in dull periods the mill must be kept running and the pay roll must be met, he always looked out for his "people," no matter what happened to him.

If, as happened perhaps a couple of times in a generation, a man at the top became extraordinarily successful and tried a fling at the market and it went wrong and he lost; well, the business must go on, deliveries must be made on time, bills paid, and, there's the pay roll. And the money? Gone. He had a good name—everything. The mill rated among the best.

Fortunately an arrangement was made to bring about an adjustment and "save the day," but it takes a long time to recover from such a blow.

Many temptations enter into the lives of us all, and we are human, but it is a most gratifying and refreshing fact that a very, very small percentage of our Southern mills have suffered from such unhappy incidents.

Power Development

The rapid strides that have been made in power development during the last half century have contributed very extensively to the progress of textile activities, more especially the marked advantages that have been worked out in the field of electric motors and appliances and accessories.

The old type of 100 to 300 horsepower for large group or small plant driving was thought for a short period to be an ideal example of power equipment, but quite a number of changes in construction and operation of motors were required. Electrical disturbances during thun-

der storms often caused burned out fuses, transformers and motors, resulting in lost time and damage, all of which was expensive and disappointing.

Another perplexing problem was the tendency of the electric motor in a textile plant to attract fine particles of dust and lint into the space between the armature (the rotating part) and the field (stationary part), causing the motor to become overheated. This space was around 1/164 to 1/128 inch, and because of the high speed of the armature it was very essential that the entire motor be kept perfectly clean.

After struggling with these conditions for a few years, it was found necessary to adopt more dependable means to control the "accidental interference" and finally a gradual improvement in motor design and performance began to bring relief.

Motor Control Methods

Quite a number of methods were adopted by various plants, most of which had their strong and weak points.

Some of the smaller mills held to a "whole plant" motor where 200 to 300 horsepower was sufficient; others kept the 100 to 110 H.P. large group drive, while the rest ranged from small individual machine, around 1 or more H.P. to small group of 6 to 10 H.P. drives and eventually reached a point where each loom, spinning frame or card was equipped with its own motor.

Safety appliances, cooling devices, improved transformers, and an astonishing number of other advantages were discovered and perfected, and today we find in the Southern division of textiles a variety of power hook-ups, the majority of which, for the moment at least, appear to be holding good, and the wonderful feats our electrical engineers have been able to present us is little short of miraculous.

With the power situation becoming so highly developed along with the cotton industry in all its phases at the present time, these two gigantic forces mean much more to our fair Southland than most of us can fully realize and appreciate.

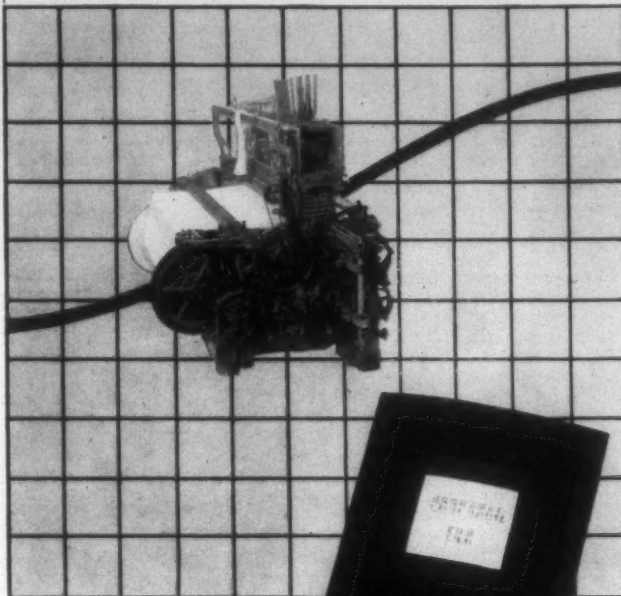
With the record of past achievements and the bright prospects ahead, it should not be too much to hope for an era of mechanical perfection, and of a degree of performance exceeding any in history.

Electricity Progresses

Electricity has given us both power and light, and speaking of light—it has been a considerable journey from the little glass globe with a crooked streak of fire running down inside, taking several hundred of them in a small, one-story 5,000-spindle yarn mill to give enough light to see how to work and even then it was difficult to recognize a person across the building. Then came the large arc lamp, some brighter, followed by a much improved incandescent lamp of greater candlepower, and now, it would be a big job for any man's auditor to estimate the benefits enjoyed by the present power and lights standards.

This is another demonstration of the result of using the ability and the talents bestowed upon us, and exercising a due consideration for, and co-operation with, our neighbors in any and every transaction of everyday life, the perfect satisfaction that comes from "a job well done."

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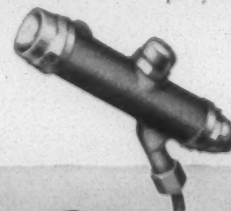
Unless you have actual data on humidity conditions in your mill, you may be missing an easy way to step-up output from every machine. For, *correct* humidity is one of the surest aids to increased production throughout your entire mill.

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August Cotton Consumption Figures Slightly Down

WASHINGTON, D. C.—The Census Bureau has reported that cotton consumed during August totaled 925,089 bales of lint and 122,138 bales of linters, compared with 995,041 and 128,123 during July this year, and 130,965 during August last year.

Cotton on hand August 31 was reported held as follows:

In consuming establishments, 1,949,295 bales of lint, and 353,859 bales of linters, compared with 2,252,690 and 443,675 on July 31 this year, and 1,694,557 and 449,873 on August 31 last year.

In public storage and at compresses, 7,546,268 bales of lint and 85,049 of linters, compared with 7,623,193 and 94,824 on July 31 this year, and 9,297,607 and 61,142 on August 31 last year.

Cotton spindles active during August numbered 22,973,572 compared with 23,111,848 during July this year, and 23,042,256 during August last year.

Cotton consumed during August included: In cotton-growing states, 803,046 bales, compared with 855,375 during July this year, and 741,108 during August last year; and in the New England states, 97,033 bales, compared with 113,130 and 100,793.

Cotton on hand August 31 included:

In consuming establishments, in cotton-growing states, 1,503,953 bales, compared with 1,773,559 on July 31 this year, and 1,317,551 on August 31 last year; and in the New England states, 368,168 bales, compared with 399,824 and 319,079.

In public storage and at compresses, in cotton-growing states, 7,218,672 bales, compared with 7,300,449 on July 31 this year, and 8,902,155 on August 31 last year; and in New England states, 308,359 bales, compared with 313,323 and 370,725.

Cotton spindles active during August included: In cotton-growing states, 17,448,738, compared with 17,518,454 during July this year, and 17,418,112 during August last year; and in the New England states, 4,901,426, compared with 4,957,258 and 5,002,778.

Scull Is Aide to Frank Walton

WASHINGTON, D. C.—E. H. Scull, of New York, who has been chief of the Clothing Section of the Textile, Clothing and Leather Branch of the War Production Board since his appointment in June, has been appointed a special assistant to Frank Walton, deputy chief of the branch.

Mr. Scull's former post will be assumed by Garfield R. MacDonald, chief of the women's and children's unit, who will now head the entire clothing section.

To Push Argentine Jute Cultivation

BUENOS AIRES—The Argentine Government has taken steps to intensify the cultivation of jute in the provinces of Misiones and Corrientes where climatic conditions are favorable for the growing of this textile fiber. Jute is badly required by the Argentine industry, especially for soles of alpargatas beach sandals. The fiber used to be imported from the Far East.

Cotton Spindles Had Higher Output in August

WASHINGTON, D. C.—The Census Bureau has reported that the cotton spinning industry operated during August at 136.4 per cent of capacity, on a two-shift, 80-hour week basis, compared with 130.2 per cent during July this year, and 125.3 per cent during August last year.

Spinning spindles in place August 31 totaled 23,954,922, of which 22,973,572 were active at some time during the month, compared with 23,967,762 and 23,111,848 for July this year, and 24,344,016 and 23,029,066 for August last year.

Active spindle hours for August totaled 10,981,479,323, or an average of 458 hours per spindle in place, compared with 11,484,372,745 and 479 for July this year, and 10,253,003,576 and 421 for August last year.

Spinning spindles in place August 31 included:

In cotton-growing states, 17,922,800, of which 17,448,738 were active at some time during the month, compared with 17,935,400 and 17,518,454 for July this year, and 18,001,032 and 17,404,034 for August last year; and in the New England states 5,333,894 and 4,901,426, compared with 5,334,134 and 4,957,258, and 5,630,896 and 5,003,666.

Active spindle hours for August included: in cotton-growing states, 9,002,449,463, or an average of 502 hours per spindle in place, compared with 9,275,518,562 and 517 for July this year, and 8,209,871,841 and 456 for August last year; and in the New England states, 1,759,963,356, or an average of 330, compared with 1,979,458,856 and 371, and 1,847,348,752 and 328.

Active spindle hours and the average per spindle in place for August by states follow:

Alabama 930,160,302 and 508; Connecticut 133,301,130 and 225; Georgia 1,597,044,295 and 510; Maine 223,410,348 and 360; Massachusetts 964,818,121 and 327; Mississippi 75,250,835 and 544; New Hampshire 121,775,124 and 421; New York 99,799,006 and 312; North Carolina 2,749,176,888 and 473; Rhode Island 300,820,937 and 329; South Carolina 2,837,982,304 and 524; Tennessee 328,967,638 and 605; Texas 107,340,547 and 441; Virginia 302,059,590 and 475; all other states 209,572,208 and 361.

S. C. Mills 67 Per Cent on War Work

Over 67 per cent of the production in South Carolina cotton and rayon mills is for war purposes, according to Dr. William P. Jacobs, executive vice-president of the Cotton Manufacturers' Association of South Carolina.

Commenting on the effort to mobilize the state's industrial resources for war purposes, Dr. Jacobs said that the "greatest change industrially is in our textile plants."

"We are now making woolen cloth and military garments. Also our cotton and rayon mills have greatly changed their processes so that today over 67 per cent of their production is for war purposes.

"This represents a tremendous change from our normal functioning. Specifications had to be changed, machinery made over and in some cases the entire plant had to undergo reorganization and conversion. It is remarkable that in spite of this change there has been very little loss of time. Textile production has kept steadily upward."



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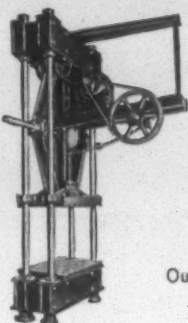
by FRANK D. HERRING

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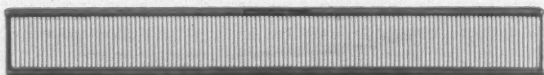
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Southern Cotton May Help Supply Needed Butadiene

ATLANTA, GA.—Southern cotton may play a part in solving the synthetic rubber problem, according to the Office of War Information.

The chemical decomposition of cottonseed hulls can be used in producing furfural, a highly useful solvent, it was explained.

Scheduled to be placed under strict WPB allocation and use control Oct. 1, furfural is used in making butadiene for synthetic rubber.

New furfural production facilities are being built by the Defense Plant Corporation and will be in operation by April.

Besides cottonseed, hulls from corn cobs and oats provide the raw material for making the solvent and, with these by-products almost unlimited, plants to decompose the hulls are the only bottleneck in making furfural, the announcement added.

The OWI stated, however, that present facilities plus those now under construction are expected to meet all anticipated need of butadiene for synthetic rubber manufacturing.

Mills to Operate Busses

DANVILLE, VA.—Dan River Mills have purchased 20 chassis on which bodies will be placed, in order to cope with the mill transportation question since school busses have been withdrawn from industrial service and restored to the movement of county school children.

The problem, however, is of continuing concern because of the growing number of privately owned cars used by the mill workers commuting to and from the country which are being retired owing to tire weakness. Many of these workers are getting supplemental gas but with 5,000 rural workers to be cared for and with the school busses now withdrawn the whole question is far from solution.

Moretz Estate Valued at \$176,000

HICKORY, N. C.—Joseph Alfred Moretz, Secretary of the Carleen Mills, Inc., of Maiden and Newton, N. C., who died August 19 in a Hickory hospital, left an estate valued at approximately \$176,000 including both real and personal property, according to his will filed for probate.

His personal property was listed as being worth \$134,148.17, and real property was listed at \$42,423.00.

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Science Develops New Cotton Uses For War Purposes

The demands of total war have intensified research into new uses for cotton, according to John T. Wigington, director of research, Cotton-Textile Institute.

As an example of the type of work now being carried on by cotton scientists, Mr. Wigington cites the newly established Southern Regional Laboratory at New Orleans which is directing almost its entire program of research toward aiding the war effort.

Among the projects now underway at this laboratory are the development of cotton fire hose to replace linen and plastic-lined cotton hose to replace rubber-lined hose. The latter project is being carried on in co-operation with an important cotton manufacturer who is handling the plastic lining part of the work.

Binder twine for harvesting small grains and other crops is an essential item in the nation's food supply. There is a possibility that supplies of binder twine made from imported henequen and sisal will be inadequate for 1943, so the Southern laboratory is working with a large manufacturer on the development of a suitable cotton binder twine.

Another war project deals with treatments for sandbag fabrics to protect them against attack by soil micro-organisms. One phase of this research was completed several months ago and the results furnished the War Department for their use in purchasing sandbags. The British discovered early in the war that untreated sandbags rotted so quickly that reliable service could not be obtained from them.

The treatments they used were developed only for bur-lap fabrics, however, and when this work was begun there was little information available on the relative effectiveness of different commercial treatments for cotton fabrics. This work is being continued and includes the development of new and more effective treatments. One of these new treatments, in particular, appears promising and will probably have important peace-time applications as well.

Other war projects include work on plastic coated or impregnated fabrics for replacing rubberized fabrics, and improved mesh fabric for use as a base for non-shatterable transparent plastic substitutes for window glass.

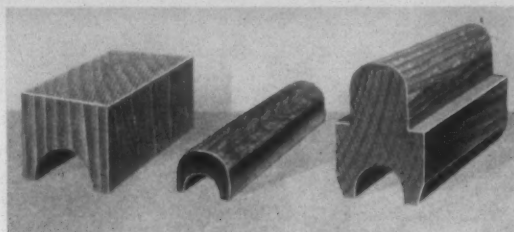
Machine Picking Improved

MARIANNA, ARK.—Experiments with a variety of cotton being developed especially for mechanical picking have shown that 98 per cent of open bolls can be harvested by machine, a University of Arkansas spokesman has stated.

The lint is one class higher than any other cotton variety mechanically picked.

Bell is Appointed

WASHINGTON, D. C.—John F. Bell, formerly chief of the Wool and Wool Goods Unit, Textile Division of OPA, has been made associate price executive for the Textile Division. Russell Burrus is now acting chief for the Wool and Wool Goods Unit.



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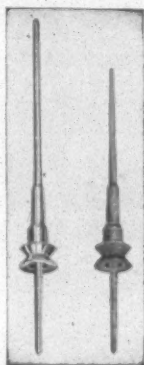


... and there is often more than one style of traveler that will give completely satisfactory production on the yarns you are spinning or twisting. If the traveler you've been using is now hard to get, ask a Victor representative what good substitute is available. Write, wire, or telephone.

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Output of Military Yarn To Be Greatly Expanded

WASHINGTON, D. C.—Plans for the production of an additional 50,000,000 pounds of high-tenacity yarn for military use have won approval of the War Production Board's requirement committee.

In order to produce the additional quantities wanted a certain portion of the viscose process equipment will have to be converted.

It has been stated that the program calls for the production by the end of 1943 of about 50,000,000 pounds of tire yarn. According to estimates of engineers, a saving of 650 pounds of crude rubber will be possible for every 1,000 pounds of high-tenacity yarn produced.

Army Needs for Combed Cotton Textiles Listed

(Continued from Page 14)

situation. As a matter of fact, military decisions are often dependent upon the availability of proper clothing and equipage. If we undertake extensive military operations in Australia, India, or the Near East, it is obvious that our need for cotton clothing will be tremendous. On the other hand, if our main activity is in Alaska or northern Europe, the demand will be for woolen and Arctic clothing.

Arctic Clothing of Cotton

Now Arctic clothing to most people means fur parkas, but you will probably be pleased to learn that a large amount of Arctic clothing is made from cotton fabrics. The chief components of Arctic clothing are layers of soft, light insulating material to hold the heat of the body inclosed in a wind resistant cover to keep the heat from blowing away. We have called upon a number of Arctic explorers as consultants, including Sir Hubert Wilkins, Dr. Steffansson, and men who were with Admiral Byrd in the Antarctic and they all told us that no one was able to improve upon the fur parka of the Eskimo until very recently when the white man started to use wind resistant fabrics.

The chief requisites of these fabrics is that they possess strength and a natural high water-repellency, and fabrics made from combed yarn are by far the most satisfactory. The ideal cloth for this purpose is Type I, 5 ounce twill which is commonly known as "Byrd cloth" after Admiral Byrd who was one of its first users. Unfortunately Byrd cloth is quite difficult to make because of its tight weave and the supply is very limited. I might point out, if any of you are interested in a new field where you can expand your sales and serve the Army at the same time, you might look into the Byrd cloth situation.

Since this supply is limited, we have to use the next best thing which is poplin. This is the same fabric as we use in the field jackets.

A third type of combed yarn fabric which we have found useful for Arctic and mountain troops because of its light-weight and strength is balloon cloth which we use for sleeping bags and small tents.

Army's Size Is a Factor

At least two other factors will have an effect on our requirements. One, of course, is the size of the Army. I

am not at liberty to discuss the exact manpower that is contemplated for 1943, but it is no secret that the Army is going to be substantially increased and I think you can count upon our maintaining the Army at well above our present strength for some time to come.

A third factor which is often overlooked in the computation of military requirements is the effect of combat upon stocks of supplies. We have reached the point where we are prepared to take the offensive and we expect to see action on a good many fronts during the coming year. The experience of our allies in combat and our own experience in the last war have demonstrated that an army in action uses up its supplies at a much greater rate than a force which is performing only garrison duties, or, as we say, the "combat maintenance factor" is much greater than the "peacetime maintenance factor." Men wear out their clothes faster, they tear them and they lose or abandon their reserves. A man who is engaged in battle cannot be expected to give much thought to the care of his equipment and we must be prepared to make up these losses.

Business men often complain that they are unable to schedule their production in advance because the Army does not let them know its requirements in advance. I am giving you a little background picture of our problem so that you will appreciate that the matter of computing the many needs of an army is not just a matter of multiplying a given number of men times a given number of uniforms.

Now Negotiating Contracts

Right now we are in the process of negotiating contracts for uniform twill to be delivered during the first six months of 1943, and these contracts will provide for deliveries at approximately the same rate as the second six months of 1942. Beyond the first six months I cannot predict accurately, but I have reason to believe that our requirements for twill will be undiminished.

Deliveries of woven mosquito netting and balloon cloth during the second six months of this year will be more than double the deliveries of the first six months and I expect that our requirements for both of these fabrics will increase in the future.

King Cotton Helps America Fight a War

(Continued from Page 12)

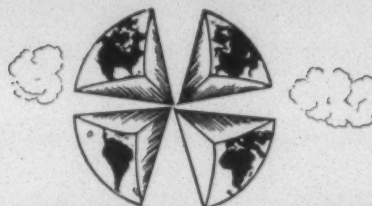
weakest worker." Great responsibility rests upon the cotton mill industry. It rests alike upon the management, the overseers, and the individual workers.

The story of the effort of the textile industry to meet—and to keep ahead of—the needs of our rapidly expanding Army is an interesting one. It is a heartening one. And when the war is ended and the final pages of its history are written, I am sure that the textile producers and workers will be able to hold their heads high in the knowledge of a job well done.

As producers of many vital needs of the Army, as men of ideas and progress, I know that your nation and the boys who are fighting for you, can depend upon you to keep up this fine record.

Like a good soldier, the textile industry has delivered the goods. I am certain that it will continue to deliver the goods.

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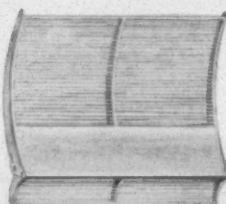
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Army Asks Bids on 16,000,000 Yards of Wool Textiles

Bids on total of 16 million yards of olive drab woolen textiles for the Army will be opened in Philadelphia October 7; under Circular Neg. 45, comprising seven million yards of 56-inch, 32-ounce meltons; one million yards of No. 9 pressed felt; seven million yards of 54/56-inch, 12-ounce lining; and one million yards of 54/56-inch, 26-ounce knitted lining, or 56-inch, 30-ounce woven lining.

The wool must be of domestic origin. Deliveries will be accepted F.O.B. Philadelphia Q. M. Depot, except that the 32-ounce melton may be shipped alternately to the California Q. M. Depot, at Oakland, Cal. Deliveries are to be complete in 210 days for the felt and 240 days for all other items.

Wool content is to be as follows: Melton (items 1 to 2A), not less than 40 per cent fleece and/or pulled of not below 44s grade; not less than 10 per cent fleece and/or pulled of not below 58s grade; not more than 50 per cent noils and/or reprocessed and/or reused wool of not below 44s grade. Felt (items 3 and 3A), not below 58s grade.

Twelve-ounce lining (items 4 and 4A) not less than 50 per cent wool of not below 60s grade; not less than 10 per cent of worsted drawing and spinning laps and ring waste resulting from processing wool or not below 60s grade; not more than 10 per cent of noils and/or garnetted olive drab worsted threads made from wool of not below 60s grade; not more than 20 per cent of cotton. Knitted lining (items 5 and 5A), to be composed of 100 per cent reprocessed wool of not below 50s grade. Thirty-ounce woven lining (items 6 and 6A), same as for the knitted lining.

The bid circular cites the following specifications applying to the foregoing items: Quartermaster Corps Tentative Specification PQD No. 8-53-A, with exceptions noted in the circular, for the 32-ounce melton. Army Specifications No. 8-15-F, item 9, for the pressed felt. Quartermaster Corps Tentative Specification PQD No. 59, with exceptions noted in the circular, for the 12-ounce lining. Quartermaster Corps Tentative Specification PQD No. 122-A, for the knitted lining. Quartermaster Corps Tentative Specification PQD No. 124, for the 30-ounce woven lining.

Preference rating A-1-I (code 3) has been assigned to cover the deliveries.

Research Director Envisages Tires of Fabricated Cotton

COLLEGE STATION, TEX.—Tires fabricated from cotton and cotton products are envisaged by Director John Leahy of the Texas Research Committee.

"Our research to date has not advanced sufficiently to produce a tire forthwith," says Leahy in a report reviewing the committee's activities in the first year of its operation, "but progress thus far warrants highly optimistic expectations.

"I am confident that before too many tires fail on automobiles now in use, the research activity provided for in the Moffett Cotton Research Act will supply the tractive surface necessary to keep the cars and trucks rolling.

"This material will come from one of the most abund-

ant materials which we have at our command—cotton and its by-products.”

Leahy said the committee's research was developing along lines which contemplate continued use of conventional methods of fabricating tires from cotton cord, but in lieu of rubber, the method will entail use of a specially compound product of the cottonseed in no respect akin to synthetic rubber.

“Cotton Fights on Every Front”

Under the title, “Cotton Fights on Every Front,” the Cotton-Textile Institute has issued a brochure detailing the war uses of cotton and the contributions of the industry in clothing and equipping the armed forces of the United States.

The booklet is illustrated with pictures of the various panels which make up the exhibit which is now accompanying the Army War Show touring the nation. These panels depict in detail the various uses to which cotton is being put in Army uniforms, pontoons, motor transport, aircraft, camouflage, housing, protection against gas, ammunition belts and carriers, rubber boats and also the ways in which cotton fabrics have been constructed for military use in the tropics and the frozen north.

The purpose of the booklet is to describe the manner in which the industry has transformed the bulk of its output from civilian to war purposes in a period of less than two years. At the present time more than half the industry's output is going into uses connected with the war effort and production is about double that achieved by mills in the last war.

Horse Sense About Human Beings

(Continued from Page 10)

and the fear of our status at that time is constantly before us.

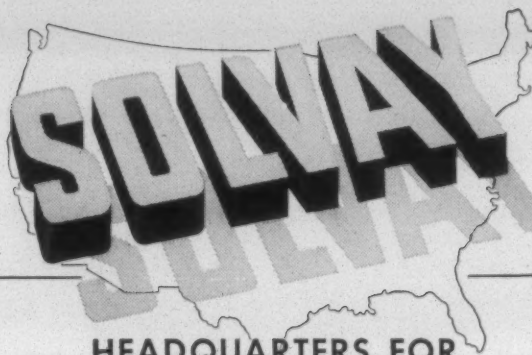
Annuity plans, insurance programs, opportunities for savings, job stability, and so forth, and so on, all help to counteract this fear.

10. *When it is necessary for an employee to terminate relations with an employer he would like to do so with his head in the air and with a full understanding of the reasons for it.* He does not like to be notified of his termination by a pink slip attached to his time card.

A properly conducted and timed exit interview would, in most cases, satisfy this normal feeling on the part of a human being.

In order to win this war the United Nations need guns, tanks, planes, ships and all the other related equipment. We will get them in necessary quantity and quality so fast as a civilian morale is developed in our war production industries that will make it possible for us to meet our production schedule. That will come about only after management and labor accept their responsibilities. Management responsibilities are, first, to place personnel administration on a proper level of importance in our organizations and in our daily considerations and, secondly, to build our personnel activities on the foundation of ten simple desires and motives of human beings.

If we can do this without loss of time and without complicated cumbersome procedures the results will be spontaneous.



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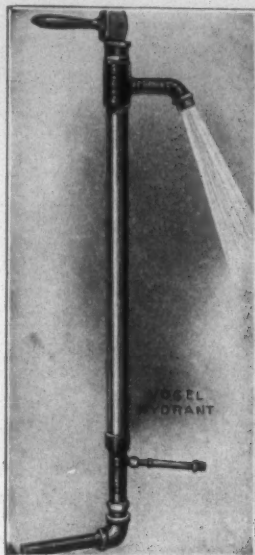
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PULASKI, VA.—Waldemar Wallner, superintendent of Wallner Hosiery Mills and Virginia Maid Hosiery Mills and vice-president of Acme Hosiery Dry Works, all located here, has succeeded his late brother, Thomas J. Wallner, as president of the three concerns, according to an announcement to the workers by the board of directors.

Raymond Rice, son-in-law of the late executive, was elected vice-president of the Virginia Maid Mill and added to the Wallner mills' board of directors. R. C. Graham, secretary of the three companies, became assistant treasurer of the three concerns in addition to his present duties.

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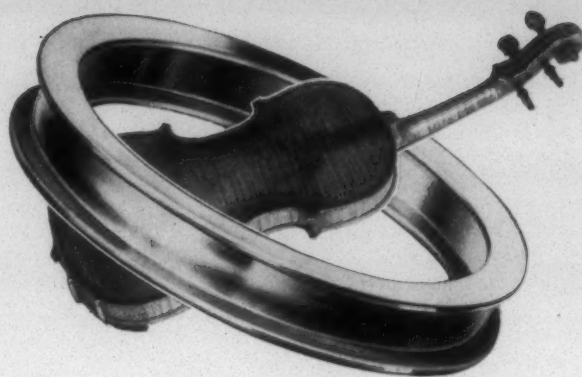
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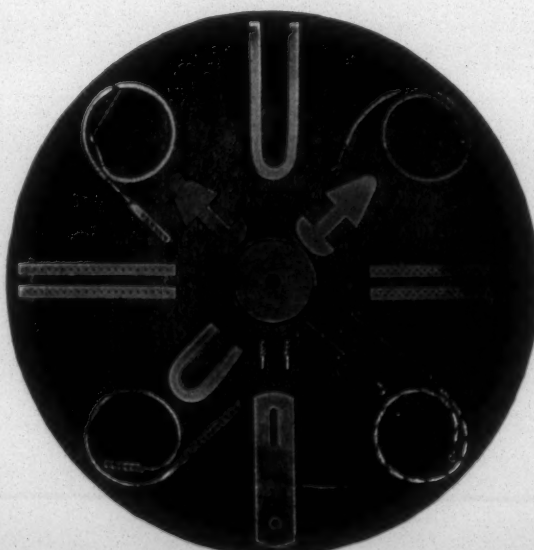


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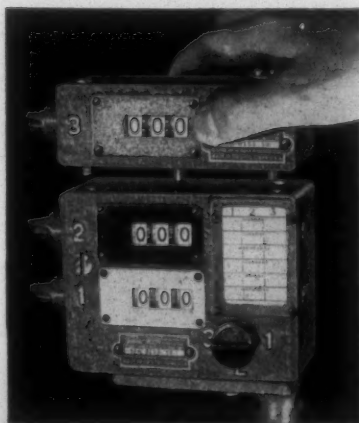
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